



KPU Board of Governors - Regular Meeting

Date: May 22, 2024

Time: 4:00 pm – 5:00 pm

Via MS Teams: [Click here to join the meeting](#)

Phone Dial-in

+1 604-449-3508 (Canada (Vancouver))

Conference ID: 655 894 778#

BOARD OF GOVERNORS – REGULAR MEETING AGENDA

Regular Meeting

May 22, 2024

Time: 4:00– 5:00 pm

Via [Microsoft Teams](#)

Phone Dial-in: +1 604-449-3508 (Vancouver)

Conference ID: 655 894 778#

Attending: Ivy Chen (Chair), Rhiannon Bennett (Vice Chair), Kwuntiltunaat (Kim) Baird, Michael Chang, Paul Choi, Alan Davis, Ishant Goyal, Aryan Kalia, Amos Kambere, Muhammad Afzal Malik, Lyndsay Passmore, Rod Ross, Takashi Sato, Amanda Smith-Weston, Waheed Taiwo

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

Regrets:

Presenters & Administrative Resources: Sonia Banwait, David Burns, Laurie Clancy, Lily Chong, Chervahun Emilien, Randall Heidt, Lori McElroy, Zena Mitchell, Diane Purvey, Asma Sayed, Peter Smailes

4:00 pm Regular Board Meeting
Closed Board Meeting to follow
In Camera Debriefing Session to follow

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
1. Call to Order & Introductory Remarks	Ivy Chen		4:00	
We at Kwantlen Polytechnic University respectfully acknowledge that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.				
2. Approval of Agenda	Ivy Chen	M		3
MOTION: THAT the Board of Governors approve the regular meeting agenda for May 22, 2024.				
3. Conflict of Interest	Ivy Chen			
4. Consent Agenda	Ivy Chen	M	4:05	5
4.1. Minutes of the March 27, 2024 Regular Board of Governors Meeting				6

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

4.1. Minutes of the March 27, 2024 Regular Board of Governors Meeting

5. Governance Committee Report

5.1. Committee Chair Report	Amos Kambere	I	4:20	
5.2. AC10 <i>Development and Change of Senate-Approved Programs</i>	David Burns	M	4:20	11

MOTION: THAT the Board of Governors approve Procedure AC10 (Development and Change of Senate-Approved Programs), effective September 1, 2024, as recommended by the Board Governance Committee.

5.3. AC13 <i>Minimum Qualifications for Faculty Members</i>	David Burns	M	4:30	17
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MOTION: THAT the Board of Governors approve Procedure AC13 (Minimum Qualifications for Faculty Members), effective September 1, 2024, as recommended by the Board Governance Committee.

5.4. Faculty of Graduate Studies – Final Approval	David Burns	M	4:35	24
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MOTION: THAT the Board of Governors approve the establishment of the Faculty of Graduate Studies at KPU, effective September 1, 2024.

6. Human Resources Committee Report 6.1.
No report – Meeting postponed

Rhiannon Bennett I

7. Audit Committee Chair Report
7.1. Committee Chair Report

Ivy Chen I 4:40

8. Finance Committee Report
8.1. Committee Chair Report

Ivy Chen I 4:45

9. President's Report
9.1. Report to the Board

Alan Davis I 4:50

10. Provost's Report
10.1. Report to the Board

Diane Purvey I 4:55

11. University Secretary's Report – Board of Governors Chair and Vice-Chair Elections

Lily Chong I 4:50 66

12. Senate Report – meeting held on [April 22, 2024](#)

Alan Davis I

13. Next Meeting Agenda Contribution	Ivy Chen	D	4:52
14. For the Good of the Order	All	D	
15. Feedback on the Meeting	All	D	
16. Closing Remarks	Ivy Chen		
17. Appendix:	N/A	I	
17.1. Spring Board and Senate Election Results			
18. Next Meeting: Regular Board Meeting Wednesday, June 26, 2024 In-Person – Surrey Cedar 2110 Surrey Campus 4:00 – 7:00 pm	Ivy Chen		4:55
19. Adjournment	Ivy Chen		5:00

BOARD OF GOVERNORS - REGULAR MEETING

Agenda Number: 4

Meeting Date: *May 22, 2024*

Presenter(s): *Ivy Chen*

AGENDA TITLE: CONSENT AGENDA

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

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

4.1. Minutes of the March 27, 2024 Regular Board of Governors Meeting.

Attachments

1. Minutes of the March 27, 2024 Regular Board of Governors Meeting.

Submitted by

Sonia Banwait, Executive Assistant to the Board of Governors

Date submitted

May 6, 2024

BOARD OF GOVERNORS - REGULAR MEETING

Minutes of Regular Meeting

Wednesday, March 27, 2024

4:00 p.m. – 5:34 p.m.

MS Teams

Present: Board

Rhiannon Bennett, Vice-Chair
Ivy Chen, Chair
Alan Davis, President & Vice-Chancellor
Amos Kambere
Ishant Goyal
Muhammad Afzal Malik
Takashi Sato
Amanda Smith-Weston
Waheed Taiwo

University G8 members

Laurie Clancy, Vice-President, Human Resources
Chervahun Emilien, Chief Financial Officer
Zena Mitchell, Vice-President, Students
Diane Purvey, Provost & Vice-President, Academic
Asma Sayed, Interim Vice-President, Equity & Inclusive Communities
Peter Smailes, Vice-President, Administration

Presenters and Administrative Resources

Carroll Boydell, Criminology Instructor
Lily Chong, University Secretary & Executive Assistant to the President & Vice Chancellor
David Connop Price, Director, Communications and Media Relations
Lori McElroy, Associate Vice-President, Planning and Accountability

Regrets: Kim (Kwuntiltunaat) Baird, Chancellor
Michael Chang
Paul Choi
Aryan Kalia
Lyndsay Passmore
Rod Ross

Sonia Banwait, Executive Assistant to the Board of Governors

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

The Chair called the meeting to order at 4:01pm.

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

2. Approval of Agenda

MOTION #22-23/24

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the regular meeting agenda for March 27, 2024.

3. Conflict of Interest

No other conflict of Interest was declared.

4. Approval of Consent Agenda

Takashi Sato, Faculty Board Member, requested that item 4.2 of the consent agenda be removed from the consent agenda and added to the regular Board agenda (as item #5) for discussion and approval from the Board to allow for an appropriate tribute to an ending program. As such, item 4.3 KSA Annual Fee Change Letter 2024-25 will become item 4.2.

Takashi Sato also requested an amendment to their title on item #4 of the January minutes to be revised to faculty board member, not community board member.

MOTION #23-23/24

MOVED, SECONDED AND CARRIED the amended motion THAT Board of Governors approve the following item on the Consent Agenda as amended:

4.1. Minutes of the January 31, 2024 Regular Board of Governors Meeting.

AND

THAT the Board of Governors receive the following item for information:

4.2. KSA Annual Fee Change Letter 2024-25 Academic Year

**5. Program Discontinuances:
Bachelor of Arts, Major in
Community Criminal Justice
(BACCJ) AND Bachelor of Arts
(Honors), Major in
Community Criminal Justice,
effective September 1, 2024.**

Takashi Sato paid tribute to this program by highlighting its creation dating back to 1983. The criminology department was a pioneer for an applied degree and it paved the way for KPU's first wave of degrees.

Carroll Boydell, Criminology Instructor, informed there has been no student intake to the program since 2017 and reopening them will require substantial revisions to the program. After much discussion, the Criminology Department voted to discontinue the degree program in May 2022.

Carroll Boydell mentioned that this is a sad farewell to this program. The Bachelor of Arts in Criminology has proven to be more recognizable and attractive to students. We have retained all the courses and practicums from the BACCJ, as such, the discontinuation will not impact students and staff.

MOTION #24-23/24

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the discontinuation of the Bachelor of Arts, Major in Community Criminal Justice (BACCJ) and the Bachelor of Arts (Honors), Major in Community Criminal Justice, effective September 1, 2024. CARRIED.

6. Governance Committee Report

6.1. Committee Chair Report

Amos Kambere, Committee Chair, informed the committee met on March 13, 2024 and noted the items discussed at the meeting are on the agenda.

6.2. Proposed Performance Metrics for VISION 2026

Lori McElroy, Associate Vice-President, Planning & Accountability informed that VISION 2026 has five themes and each theme has three goals, with each goal having at least one metric. McElroy provided a brief background on each of the 15 goals spread over five themes and its metrics for the committee.

These metrics allow us to track self-identify attributes and if individuals feel satisfied with the KPU community. Metrics will also include data around unemployment rates, satisfaction rates of education from KPU, and their retrospective experiences.

MOTION #25-23/24

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the metrics for reporting on the progress of VISION 2026, as recommended by the Board Governance Committee. CARRIED.

7. Human Resources Committee Report

7.1. Committee Chair Report

No report – March meeting was cancelled.

8. Audit Committee Report

8.1. Committee Chair Report

Ivy Chen, Committee Chair, informed that the committee met on March 12, 2024 and there was nothing to report.

9. Finance Committee Report

9.1. Committee Chair Report

Ivy Chen, Committee Chair, informed that the committee met on March 12, 2024 and there was nothing to report.

10. President's Report

10.1. Report to the Board

Alan Davis, President, shared his report and highlighted item #16.1 Report to the Board of Governors, which includes a brief description of all the activities took place in the 2023-2024 academic year. The President expressed appreciation to the KPU Community's contributions to the report.

The President shared an update regarding international student enrollment following the recent 6-week stall on visa applications due to the implementation of new regulations by Immigration, Refugees, and Citizenship Canada (IRCC).

IRCC is still looking to obtain an external process. KPU's allocation of attestation letters is pretty healthy, and staff work is in converting these allocations to visas for students to come to KPU.

These challenges have not stopped the University from going full cylinders. The President highlighted the recent Anti-Racism Symposium that brought forward great discussions within the community and congratulated to all who worked on this, specifically, Asma Sayed, Interim Vice President, Office of Equity and Inclusive Communities.

11. Provost's Report

11.1. Report to the Board

Diane Purvey, presented the Provost report.

We were actively working on the international education enrollment. Big thanks to Lori McElroy and the Deans who worked hard to make this work. Originally expecting a 45% decrease, it only ended up being 10%.

The Provost and Vice-Chair, Academic, highlighted the recent research showcase featuring faculty and student research and acknowledged the talent and work of the staff.

President Davis will continue to share regular communication via the University Communicator which have been received well.

12. Senate Reports

Senate reports from February 20, 2024 and March 18, 2024 were included in the meeting package.

- | | |
|---|--|
| 13. Next Meeting Agenda Contribution | Board members were asked to send contributions for the next meeting agenda to the Board Office at least two weeks in advance of the meeting. |
| 14. For the Good of the Order | There were no additional items identified. |
| 15. Feedback on the Meeting | There was no other feedback on the meeting. |
| 16. Closing Remarks | The Chair thanked everyone, including Board Members for attending and contributing to the discussions. The Chair also thanked the guests who attended the meeting. |
| 17. Next Meeting | The next meeting has been scheduled for Wednesday, May 22, 2024. |
| 18. Adjournment | The meeting adjourned at 4:29pm. |

Board Chair

BOARD OF GOVERNORS – CLOSED MEETING

Agenda Number: 5.2

Meeting Date: May 8, 2024

Presenter(s): David Burns

AGENDA TITLE: PROCEDURE REVISION AC10 DEVELOPMENT AND CHANGE OF SENATE-APPROVED PROGRAMS

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

That Board of Governors approve Procedure AC10 (Development and Change of Senate-Approved Programs) effective September 1, 2024, as recommended by the Board Governance Committee.

COMMITTEE REPORT

On May 8, 2024, the Board Governance Committee recommended that the Board of Governors approve Procedure AC10 (Development and Change of Senate-Approved Programs) effective September 1, 2024.

Context and Background

On September 25, 2023, Senate approved the motion that an omnibus approach be taken to revise existing Policies and Procedures to accommodate future graduate degree studies at KPU. The graduate studies omnibus policy revision narrowly revises a series of KPU Policies and Procedures to accommodate graduate degree studies, including changes to the Procedure AC10 Development and Change of Senate-Approved Programs, in support of the establishment of a Faculty of Graduate Studies at KPU.

The proposed changes to AC10 clarify that programs at the master's level will proceed to the Faculty of Graduate Studies' Graduate Studies Council (or an appropriate standing committee of the new Faculty.) This ensures that the appropriate governance structure for master's level program development will be in place at KPU. On April 22, 2024, the proposed changes received Senate's recommendation to the Board for approval.

The proposed policy revision was posted on the KPU Policy Blog for a three-week [Phase Two Posting](#) from February 12 to March 4, 2024. The blog post did not receive any comments and no Substantive Changes were made to the drafts. Prior to the Phase Two Posting, the proposed revisions went

through an extensive preliminary consultation process, including a three-week posting on the [Policy Consultation Engine](#) from November 21 to December 11, 2023, when the University community was invited to comment on the draft via leaving comments on the Engine or the four drop-in consultation sessions hosted by the Policy and Academic Affairs Team during the same period.

Key Messages

1. The approving jurisdiction of Procedure AC10 is Board of Governors, with Senate's advice.
2. On April 22, 2024, Senate passed a unanimous motion in recommending the revised AC10 Procedure to the Board of Governors for final approval.
3. No comments were received during the Phase Two Posting.

Resource Requirements

The Proposed Faculty of Graduate Studies will be responsible for providing policy development and advice in master's programming at KPU.

Implications/Risks

Together with the proposed Policy AC5 *Graduate Degree Studies* and future general regulations of the proposed Faculty of Graduate Studies, the proposed omnibus revision will provide a comprehensive, coherent policy framework for master's programming at KPU. Without this omnibus policy revision, the University will not have the appropriate governance structure and policy guidance in place to provide the necessary oversight on matters such as grade appeal, academic integrity and other operational, administrative and governance processes that support master's studies at KPU. This will result in a lack of leadership, administrative, and governance structure necessary to support students, faculty and staff across the master's degree programs at KPU.

Consultations

1. [Phase Two Posting, February 12 to March 4, 2024.](#)

Attachments

1. Procedure AC10 Development and Change of Senate-Approved Programs (Track-Change) (Board, with Senate Advice)

Submitted by

Josephine Chan, Special Assistant to the Provost on Policy and Academic Affairs

Date submitted

April 23, 2024

Policy History
Policy No. AC10
Approving Jurisdiction: Board of Governors, with Senate advice
Administrative Responsibility: Provost and Vice-President, Academic
Effective Date: July 7, 2023 September 1, 2024

Development and Change of Senate-Approved Programs Procedure

A. DEFINITIONS

1. **Department:** An educational administrative sub-unit of a Faculty and/or School within a university dealing with a particular field of knowledge.
2. **Faculty:** An educational administrative division constituted by the Board of the University.
3. **Intake Cancellation:** Closing an intake of admission for a single intake cycle. Intake cancellation is an emergency action subject to regulation in AC10's procedures.
4. **Program:** A defined set of courses of instruction that lead to a credential approved by KPU Senate. A program also consists of a) a unit of study, under the governance of Senate, that results in the granting of a degree or a non-degree credential or b) a unit of study that constitutes the designation of major or minor, or c) a unit of study that constitutes a department.
5. **Program Discontinuance:** Permanent closure of a program which includes removal from future University Calendars and cessation of admission or declaration to the designated program.
6. **Program Suspension:** A temporary cessation of a program whereby students will not be admitted to or declare into a program for a defined period of time.
7. **Program Revision:** Any changes to a program that alter admission, declaration, curricular or credential requirements.
8. **School:** An educational administrative division that may be constituted by the Board of the University to function in the full capacity of a Faculty.
9. **Concept Paper:** The first of two documents normally written to propose a new Senate approved program. The Concept Paper seeks to address

such questions as the strategic suitability of a program and potential demand for it.

10. **Full Program Proposal:** The second of two documents normally written to propose a new Senate approved program. The Full Program Proposal contains, among other information, the proposed program's curriculum.
11. **Stage 1 Review:** The review conducted by the Ministry of Advanced Education, Skills and Training at the Concept Paper stage.

B. PROCEDURES

1. Proposing New Programs

- a. A Proponent, after consulting with their Department and their Dean, propose development of a new program to the Provost [or designate] with a Concept Paper.
- b. The Provost, after consulting with other senior leaders and services areas as the Provost deems necessary, determines whether development of the new program should proceed. If so, the Provost will name a designate to coordinate the program development process and will authorize the Office of Planning and Accountability to produce a Feasibility Report to be included in the Concept Paper.
- c. The Provost determines, on receipt of the Feasibility Report, whether the proposal is viable.
 - i. For new degrees: if the program is judged to be viable the Proponent and Provost's designate together author, if required by the Ministry, a Stage 1 Review. The Concept Paper and Stage 1 Review may, if authorized by the Provost, proceed concurrently with the Full Program Proposal.
 - ii. For new non-degrees: if a program is judged to be viable the process proceeds to step *d*.
 - iii. For new minor degrees or honours degrees, in fields of study for which KPU already has a major program: the Provost will, if the program is deemed viable, indicate whether the program should be proposed through a Program Revision or Full Program Proposal (step *f*).
- ~~d.~~—The Proponent and Provost's designate seek the approval of the Concept Paper by the relevant Faculty Council and Senate (on the advice of the Senate Standing Committee on Academic Planning and Priorities, Senate Standing Committee on Curriculum and, if the program is at the graduate master's level ~~and includes research components~~, the Faculty of Graduate Studies' Graduate Studies Council or its appropriate standing committee, and, if the program includes research components (such as a thesis), the Senate Standing Committee on Research.
- d.
- e. The Senate forwards endorsed Concept Paper (and, if applicable, Stage 1 Review) to the Board of Governors for approval. Stage 1 Reviews are also submitted to the Ministry for approval to proceed to the Full Program Proposal Stage.

- f. The Proponent drafts the Full Program Proposal and requests Curriculum Consultation Forms from other academic areas.
- g. The Proponent, supported by the Provost (or designate), consults with relevant service areas and collects impact assessments. The procedure for the collection of service area feedback and support can be determined by the Provost and is outside the scope of Senate policy.
- h. The Provost and Proponent jointly seek the approval of the Full Program Proposal from the relevant Faculty Council, which forwards the endorsed proposal to Senate for approval.
- i. Senate's standing committees on Curriculum and University Budget review the Full Program Proposal and provide advice to Senate. If the program is at the [graduate master's level](#) ~~and includes research components~~, the [Faculty of Graduate Studies' Graduate Studies Council provides advice](#). [If the program includes research components \(such as a thesis\), the](#) SSC Research also provides advice.
- j. The Senate forwards endorsed program proposals to the Board of Governors for approval, and to the Ministry for ministerial consent. Any budgetary adjustment associated with an approved proposal will be made in the next annual budget development cycle for the university.
- k. The Proponent, Dean and Provost (or designate) continue to collaborate in the preparing of the program for implementation.

2. Revising Programs

- a. Program revisions at KPU begin either 1) as actions arising from an approved Quality Assurance Plan developed through the program review process or 2) in response to specific issue whose solution cannot be delayed until a Program Review.
- b. A Proponent acting in response to either (1) or (2) consults with their Dean and the Office of the Provost to determine what documents and processes will be required by the Ministry of Advanced Education, Skills and Training. The timeline for approval may vary based on the approval process requested by the Ministry.
- c. In addition to the processes required by the Ministry, the Proponent prepares a Program Change Form.
- d. The Proponent seeks approval from their respective Faculty Council, which then forwards the proposal to the Senate Standing Committee on Curriculum. If the program is at the [graduate master's level](#) ~~and includes research components~~, the [Faculty of Graduate Studies' Graduate Studies Council provides advice](#). [If the program includes research components \(such as a thesis\), the](#) SSC Research also provides advice.
- e. The Senate Standing Committee on Curriculum reviews the proposal and forwards to Senate for approval. Any budgetary adjustment associated with an approved proposal will be made in the next annual budget development cycle for the university.

3. Cancelling Intakes, Suspending Programs, and Discontinuing Programs

- a. Cancelling Intakes

- i. A Dean, in consultation with the Provost, may cancel up to three intakes, together representing cancellation of no more than 2 consecutive years of intakes, if:
 - 1) the number of students applying for the intake is too small to meet the program's learning outcomes or to maintain the sustainability of the program, or
 - 2) access to key learning activities or resources has been compromised, or
 - 3) funding on which the program relies has been lost.
 - ii. Any further cancellation of intakes requires the approval of Senate on the advice of the Senate Standing Committee on Academic Planning and Priorities.
- b. Suspending and Discontinuing Programs
 - i. A Department, Faculty, Dean or Provost may propose that a program be suspended for a defined period of time, or that it be permanently discontinued. Such proposals must include the information included in Appendix A and will be adjudicated through the following approval process:
 - 1) The Proponent sends the proposal to the relevant Faculty Council which, if it endorses the proposal, forwards it to the Senate Standing Committee on Academic Planning and Priorities [SSC APP] and the Senate Standing Committee on the University Budget [SSC UB].
 - 2) The above-named committees (including the Faculty Council) provide their advice to Senate, which considers either approval (for suspensions) or recommendation to the Board of Governors for approval (for discontinuances). Any budgetary adjustment associated with an approved discontinuance proposal will be made in the next annual budget development cycle for the university. In some cases, KPU may also require consultation with, or approval from, external bodies such as accrediting organizations, government. Program Advisory Committees should be consulted when appropriate.
 - 3) A proposal that discontinues the only program in a Department or Faculty may concurrently discontinue the given Department or Faculty if this consequence is explicitly stated in the approved proposal.

C. RELATED POLICY

AC3 Program Review

AC14 KPU Credential Framework

AR16 Requirements for Graduation

GV9 Establishment and/or Discontinuance of Faculties and Departments

University Act [RSBC 1996], Chapter 468, section 35.2 (6) (b), (6) (d)

BOARD OF GOVERNORS – CLOSED MEETING

Agenda Number: 5.3

Meeting Date: May 22, 2024

Presenter(s): David Burns

AGENDA TITLE: PROCEDURE REVISION AC13 MINIMUM QUALIFICATIONS FOR FACULTY MEMBERS

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

That the Board of Governors approve Procedure AC13 (Minimum Qualifications for Faculty Members) effective September 1, 2024, as recommended by the Board Governance Committee.

COMMITTEE REPORT

On May 8, 2024, the Board Governance Committee recommended that the Board of Governors approve Procedure AC13 Minimum Qualifications for Faculty Members, effective September 1, 2024.

Context and Background

On September 25, 2023, Senate approved the motion that an omnibus approach be taken to revise existing Policies and Procedures to accommodate future graduate degree studies at KPU. The graduate studies omnibus policy revision narrowly revises a series of KPU Policies and Procedures to accommodate graduate degree studies, including changes to the Procedure AC13 Minimum Qualifications for Faculty Members, in support of the establishment of a Faculty of Graduate Studies (FoGS) at KPU.

The proposed changes to AC13 clarify that for master's programs, a majority of faculty members in the Department(s) responsible will determine and recommend the minimum faculty qualifications required to the Dean of the FoGS (or designate). The Dean of FoGS, in consultation with the Dean(s) of the disciplinary Faculty (Faculties), is responsible for the approval of minimum faculty qualifications recommended by the Department(s). The Dean of the FoGS may also choose to consult the FoGS Graduate Studies Council (AC13 Workflow Chart).

The Dean of the FoGS, in consultation with the Dean of the disciplinary Faculty (Faculties), is responsible for the approval of minimum faculty qualifications recommended by the Department(s) (see AC13 Workflow Chart attached).

This ensures that the appropriate structure and approval process for establishing minimum qualifications for faculty members who teach in master's programs, will be in place at KPU. On April 22, 2024, the proposed changes received Senate's recommendation to the Board for approval.

The proposed policy revision was posted on the KPU Policy Blog for a three-week [Phase Two Posting](#) from February 12 to March 4, 2024. The blog post did not receive any comments and no Substantive Changes were made to the drafts. Prior to the Phase Two Posting, the proposed revisions went through an extensive preliminary consultation process, including a three-week posting on the [Policy Consultation Engine](#) from November 21 to December 11, 2023, when the University community was invited to comment on the draft via leaving comments on the Engine or the four drop-in consultation sessions hosted by the Policy and Academic Affairs Team during the same period.

Key Messages

1. The approving jurisdiction of Procedure AC13 is Board of Governors, with Senate's advice.
2. On April 22, 2024, Senate passed a unanimous motion in recommending the revised AC13 Procedure to the Board of Governors for final approval.
3. No comments were received during the Phase Two Posting.

Resource Requirements

The Proposed Faculty of Graduate Studies will be responsible for providing policy development and advice in master's programming at KPU.

Implications/Risks

Together with the proposed Policy AC5 *Graduate Degree Studies* and future general regulations of the proposed Faculty of Graduate Studies, the omnibus policy revision will provide a comprehensive, coherent policy framework for master's programming at KPU. Without the omnibus policy revision, the University will not have the appropriate governance structure and policy guidance in place to provide the necessary oversight on matters such as grade appeal, academic integrity and other operational, administrative and governance processes that support master's studies at KPU. This will result in a lack of leadership, administrative, and governance structure necessary to support students, faculty and staff across the master's degree programs at KPU.

Consultations

1. [Phase Two Posting, February 12 to March 4, 2024.](#)

Attachments

1. Procedure AC13 Minimum Qualifications for Faculty Members (Track-Change) (Board, with Senate Advice)
2. Procedure AC13 Workflow Chart

Submitted by

Josephine Chan, Special Assistant to the Provost on Policy and Academic Affairs

Date submitted

April 23, 2024

Policy History
Policy No. AC13
Approving Jurisdiction: Board of Governors, with Senate advice
Administrative Responsibility: Provost and Vice President Academic
Effective Date: September 29, 2022 <u>September 1, 2024</u>

Minimum Qualifications for Faculty Members Procedure

A. DEFINITIONS

1. **Department:** For the purpose of this policy, a Department is an educational administrative sub-unit of a Faculty and/or School within a university dealing with a particular field of knowledge or area of educational support service provision.
2. **Faculty:** An educational administrative division constituted by the Board of the University.

B. PROCEDURES

1. Roles and Responsibilities
 - a. Department
 - i. A Departmental/Area Search Committee is responsible for conducting interviews and recommending qualified candidates in consultation with this policy.
 - ii. In keeping with the appropriate academic and professional standards of their disciplines, a majority of faculty members in a Department will determine and recommend the minimum qualifications required for faculty appointments either on a competition-by-competition basis or through a minimum qualification table approved by the Dean or, in the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department.
 - iii. For master's programs, a majority of faculty members in the Department(s) responsible for the program will determine and recommend the minimum faculty qualifications required to the Dean of the Faculty of Graduate Studies (or designate) for approval.
 - iv. For minimum faculty qualifications that are different for a course than for a program, the Department, in consultation with the Dean (or designate) of a Faculty, will determine and recommend the qualifications required for faculty appointments through a minimum qualification table approved by the Dean.

~~iv.~~v. A majority of faculty members in a Department may recommend to the Dean or, in the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department, a different set of minimum faculty qualifications before the start of the faculty search process when deemed necessary by faculty members in the Department.

b. Faculty Council

- i. For courses and programs that do not belong to a Department, the Faculty Council is responsible for determining and recommending minimum qualifications required for faculty appointments to the Dean (or designate) for approval either on a competition-by-competition basis or through a minimum qualification table jointly by the Dean.
- ii. The Dean may consult the Faculty Council on any proposed minimum qualifications.

c. Dean or Head of Department

- i. The Dean (or designate) of a Faculty or, in the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department, is responsible for ensuring the Departmental/Area Search Committees comply with this policy.
- ii. The Dean (or designate) of a Faculty or, in the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department, with the support of a majority of faculty members in the Department, may approve a different set of minimum faculty qualifications before the start of the faculty search process where deemed necessary by faculty members in the Department.
- iii. To ensure relevancy and currency, the Dean (or designate) is responsible for the approval of ~~all~~ minimum faculty qualifications within their Faculty. In the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department is responsible for the approval of all minimum faculty qualifications within their Department.

~~iii.~~iv. For master's programs, the Dean (or designate) of the Faculty of Graduate Studies, in consultation with the Dean(s) of the disciplinary Faculty (Faculties), is responsible for the approval of minimum faculty qualifications recommended by the Department(s).

2. The Establishment and Approval of Minimum Faculty Qualifications

- a. For programs that fall within a Department operating under the authority of a Faculty Council, the minimum qualifications required for faculty appointments will be determined by a majority of faculty members in their Department and recommended to the Dean (or designate) for approval. The Dean may consult the Faculty Council on proposed changes to minimum qualifications.
- b. For programs that do not fall within a Department operating under the authority of a Faculty Council, the minimum qualifications required for faculty appointments will be determined and recommended by its Faculty Council to the Dean (or designate) for approval.
- c. For Departments not operating under the authority of a Faculty Council, the minimum qualifications required for faculty appointments will be determined by a majority of the

faculty members in the Departments, and recommended to the head of the Departments for approval.

d. For master's programs, the minimum faculty qualifications required will be determined by a majority of faculty members in the Department(s) responsible for the program and recommended to the Dean (or designate) of the Faculty of Graduate Studies for approval.

i. The Dean (or designate) of the Faculty of Graduate Studies will consult the Dean(s) of the disciplinary Faculty (Faculties) on the minimum faculty qualifications recommended by the Department(s). The Dean of the Faculty of Graduate Studies may consult the Graduate Studies Council on proposed minimum qualifications.

e.e. Lists of minimum qualifications for all initial appointments to faculty positions within any Departments including the determinations of required credentials, scholarly experiences and areas of expertise necessary for specific faculty appointments and assignments, are the purview of the Departments.

d.f. Each Department will review its list of qualifications for faculty positions - either for particular competitions or for a minimum qualification table - within its area of jurisdiction. Information to be provided should include, but is not limited to, the following:

- i. Name of Faculty (if the Department operates under the authority of a Faculty Council)
- ii. Name of Department
- iii. Name of Discipline/Program/Course (where applicable)
- iv. Qualifications Required
 - 1) Academic Credentials
 - 2) Professional Designation
 - 3) Teaching Qualifications
 - 4) Employment Experience
 - 5) Service and Community Engagement
 - 6) Research and Scholarship

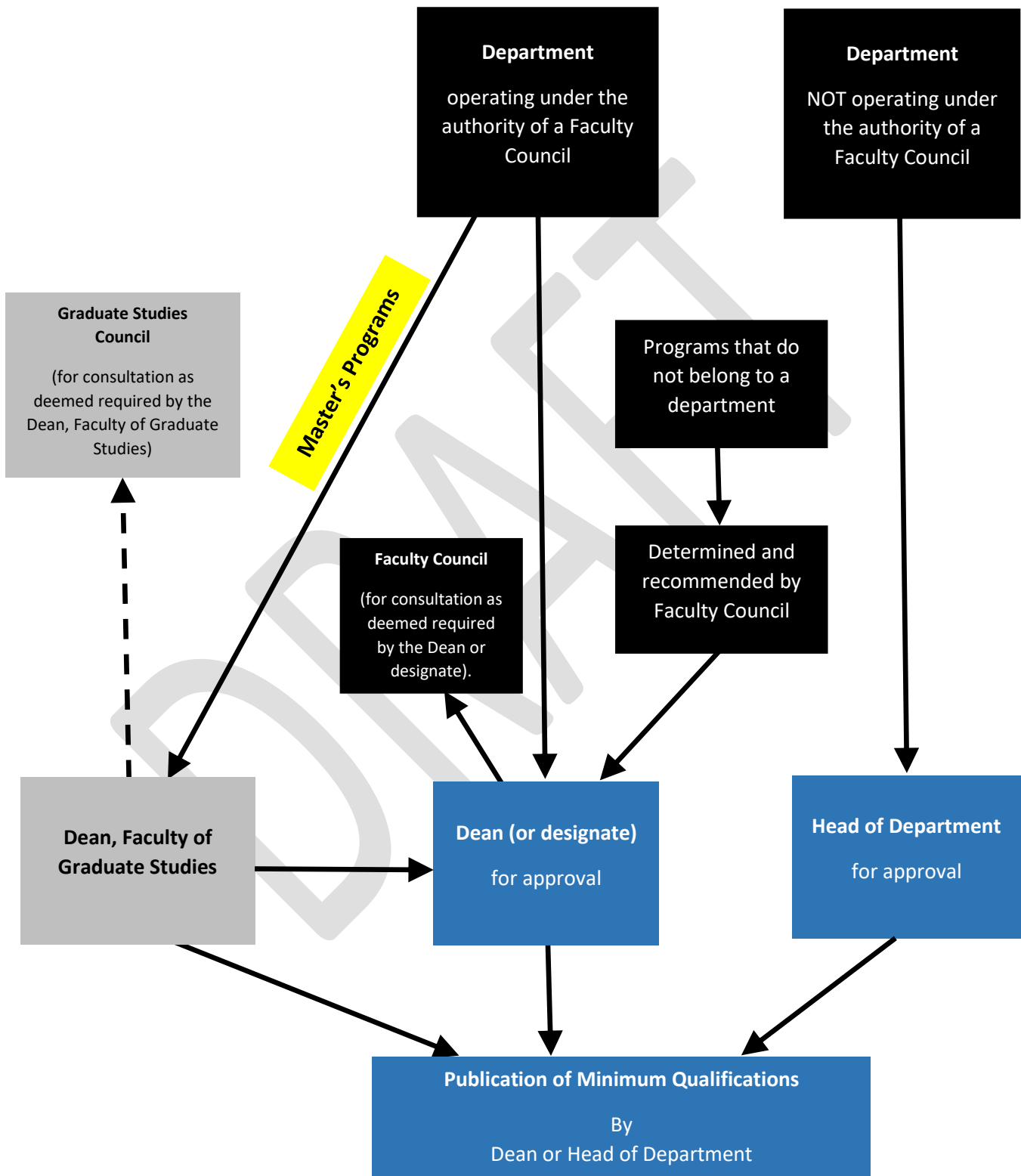
3. Repository

- a. The current list of minimum qualifications for faculty members in each Department, either in the form of qualifications set for competitions or in the form of minimum qualification tables, will be stored and made available by their respective Dean's Office or, in the case of a Department that does not operate under the authority of a Faculty Council, the head of the Department.

C.RELATED POLICY

AC13 Minimum Qualifications for Faculty Members Policy

Draft AC13 Minimum Qualifications for Faculty Members



BOARD OF GOVERNORS – CLOSED MEETING

Agenda Number: 5.4

Meeting Date: May 22, 2024

Presenter(s): David Burns

AGENDA TITLE: FULL WRITTEN PROPOSAL ON THE ESTABLISHMENT OF THE FACULTY OF GRADUATE STUDIES AT KWANTLEN POLYTECHNIC UNIVERSITY

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

THAT Board of Governors approve the establishment of the Faculty of Graduate Studies at KPU, effective September 1, 2024, as recommended by the Board Governance Committee.

COMMITTEE REPORT

On May 8, 2024, the Board Governance Committee recommended that the Board of Governors approve the establishment of the Faculty of Graduate Studies at KPU, effective September 1, 2024.

Context and Background

On Nov. 20, 2023, Senate reviewed the preliminary proposal on the establishment of the Faculty of Graduate Studies (FoGS) at KPU, as well as the Provost's evidence-based rationale for accepting the proposal, passing the resolution that the creation of FoGS warrants further consideration.

As per Procedure B.1.d of GV9 Establishment and/or Discontinuance of Faculties and Departments, a Task Force headed by Dr. David Burns (the Provost's designate) was established to carry out a thorough, University-wide consultation with key interested parties leading to a full written proposal for Senate and the Board's approval in 2024 (see the composition of the Task Force in Appendix C of the full written proposal).

On March 11, 2024, after a thorough consultation process and further development of the draft proposal, the Task Force endorsed the full written proposal to proceed to Senate for consideration and recommendation to the Board.

In accordance with GV9 Procedure B.1.f, Senate on April 22, 2024, considered the proposal and passed unanimously the recommendation that the Board of Governors approve the establishment of the Faculty of Graduate Studies at KPU, effective September 1, 2024.

In accordance with GV9 Procedure B.1.g, the Board will consider Senate's recommendation as well as the budgetary, reputational and operational reasons for or against the creation of the FoGS and will make the final decision.

Key Messages

1. The Task Force has endorsed the full written proposal after a thorough University-wide consultation process.
2. On April 22, 2024, Senate passed a unanimous motion in recommending the proposal to the Board of Governors for final approval.
3. The proposed implementation date of the Faculty of Graduate Studies is September 1, 2024.

Resource Requirements

See section 11 of the full written proposal.

Implications/Risks

Without the proposed FoGS in place, there will be risks for the University community including but not limited to: a lack of support for faculty and students, lack of administrative and governance structure and policy guidance on guidance (supervision), thesis, withdrawal, and inconsistencies on practices and guidelines on the operational and administrative processes that support master's studies.

Consultations

1. See Appendix B of the full written proposal.

Attachments

1. Full Written Proposal on the Establishment of the Faculty of Graduate Studies at Kwantlen Polytechnic University
2. Master's Thesis or Project Dialogue Sample Regulation

Submitted by

Josephine Chan, Special Assistant to the Provost on Policy and Academic Affairs

Date submitted

April 23, 2024

Full Written Proposal
on the Establishment of the
Faculty of Graduate Studies
at
Kwantlen Polytechnic University

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1. Executive Summary

In order to offer master's programming, KPU needs a governance structure to set new academic standards, provide appropriate advice to and representation at Senate, and to oversee only the small number of administrative functions specific to master's studies that KPU's existing Faculties do not currently support, such as organization of future thesis work or assignment of academic supervisors/guides to students. The proposed FoGS will alleviate the burden to Faculties of offering new master's programs.

2. List of current Faculties

- Faculty of Academic & Career Preparation
- Faculty of Arts
- Faculty of Educational Support & Development
- Faculty of Health
- Faculty of Science
- Faculty of Trades and Technology
- Melville School of Business
- Wilson School of Design

3. Name of proposed new Faculty

Faculty of Graduate Studies (FoGS)

4. Academic, reputational, and operational rationale for creation of proposed new Faculty

Academic rationale

The expansion of teaching, learning, and research at the graduate level at KPU requires a formal administrative and governance structure. Section 47(1) of the University Act stipulates that Special Purpose Teaching Universities are to, *inter alia*, provide academic programs leading to certificates, diplomas, baccalaureate and master's degrees that meet the needs of the region and beyond. KPU currently offers two graduate diplomas (Global Business Management, Green Business Management and Sustainability) and one graduate certificate (Sustainable Food Systems and Security). As the University develops its first master's degree proposal in Operations, Supply Chain, and Logistics Management in 2023-2024, the proposed FoGS will enable the strategic planning and the concerted, long-term effort required to support future master's programs at KPU, as well as the continued expansion of higher education available in our region.

The establishment of the proposed FoGS is a direct response to goal #9 of KPU's Academic Plan 2023: to offer graduate studies at KPU that enable members of our region's workforce to upgrade their credentials through innovative new graduate degrees at KPU.¹ The proposed FoGS will provide the

¹ "Graduate Studies at KPU," Academic Plan 2023, Kwantlen Polytechnic University, 2018, <https://www.kpu.ca/vp-academic/academic-plan-2023/graduate-studies>.

infrastructure to inform and strengthen operation, administration and governance of future master's programming in part through systematically implementing policies and regulations that foster learner fulfillment.

A centralized administrative and governance unit for master's programming will help elevate the voices of faculty members and graduate students, foster a vibrant intellectual community and further advance research and scholarship opportunities. The proposed FoGS will achieve these goals in part by enhancing collaboration among disciplinary Faculties and between KPU and other institutions. Such collaboration works towards developing uniquely positioned master's programs with interdisciplinary perspectives that serve the diverse needs of our community and industry.

Recognizing that master's students will have different needs from other student groups, the proposed FoGS will also provide the infrastructure to ensure that master's students have the appropriate guidance, tailored support services and access to master's student-specific resources, such as grants and funding. The proposed FoGS will serve as a centre for collaboration with and between existing Faculties, supporting future master's programs and the teaching and learning of faculty and master's students.

Reputational rationale

Honoured to carry the Kwantlen name, KPU commits itself in the VISION 2026 strategic plans to prioritize "decolonization of institutions and full inclusion of Indigenous peoples," and to "implement xé?el̓t to foster decolonization and reconciliation."² One of the ways identified by the University to progress on these goals is "[w]eaving Indigenous ways of knowing, doing, being and becoming in education."³ To work towards these goals, the proposed FoGS will foreground Indigenous teachings and practices to guide and inform teaching and learning of master's students, especially in areas like graduate student guidance. The proposed FoGS will increase opportunities for the Indigenization of master's programming via draft Policy AC5 *Graduate Degree Studies* and developing FoGS general regulations and by-laws, in advancement of KPU's public commitments under the [the xé?el̓t Pathway to Systemic Transformation Framework](#).

The work to propose the FoGS and build master's studies *started* with obtaining guidance from members of the University's host nations. Teachings from Cyril Pierre, Elder of the qí cáy̓ (Katzie) First Nation, his son Spencer Pierre, and Edward Hall, Knowledge and Language Keeper and member of the Legacy of Chiefs of the kwikwəłə̓m (Kwikwetlem) First Nation, informed the proposal and draft Policy AC5. Their teachings underscore connectedness, reciprocity and community, while they envision education to be open-ended, non-confrontational, non-judgmental and nurturing. Guide-learner relationships that reflect these values and ideas are crucial to the well-being and success of graduate students, especially those from marginalized communities, and to providing education that encourage community building and contribution.

The proposed FoGS will establish the administrative support structure that helps attract and retain faculty and students, and enhance the visibility of the University. The reputational premium that comes with having a graduate school will raise KPU's profile in the region and beyond, strongly signal

² "VISION 2026," Planning at KPU, Kwantlen Polytechnic University, May 16, 2023, <https://www.kpu.ca/sites/default/files/Institutional%20Analysis%20and%20Planning/VISION%202026%20FINAL%20-%20May%2016%202023.pdf>.

³ "VISION 2026."

our expanded graduate-level teaching, learning and research to external communities and partners, and further enhance our commitment to the students and communities we serve.

Finally, it is a common practice for universities to establish a FoGS to administer and support master's level programming; in our external consultation, it was also recommended for KPU to do the same to ensure Senate representation for faculty teaching and students learning in master's programs.

Operational rationale

The establishment of a FoGS at KPU is a direct response to a number of goals stipulated in KPU's VISION 2026:⁴

Experience

- Goal A1: enhance the experience of our students
- Goal A2: enrich the experience of our employees

Sustainability

- Goal B2: integrate planning to sustain institutional health by aligning KPU operations with our resources

Justice

- Goal D1: foster decolonization and reconciliation
- Goal D2: advance equity, diversity, inclusion and accessibility across KPU

Quality

- Goal E1: ensure continuous improvement of all KPU programs and services
- Goal E2: hold each other responsible for our promises and our expectations
- Goal E3: be accountable and transparent to our friends, communities, partners and governments

In support of progress on Goal A1 and 2, the proposed FoGS's Graduate Studies Council will be comprised of representatives from disciplinary Faculties and of master's students, and empower them to deliberate and make key decisions that directly impact their work and learning journey at KPU. This provides opportunities for employees and students to enrich their work and campus experience, understand and impact the Faculty's operation, and develop skills and competencies crucial to democratic processes and success in the workplace.

To ensure provision of resources students need in order to succeed academically, the proposed FoGS will allow the University to develop and oversee the administrative infrastructure and capacity to support master's programming, coordinating with other University offices and departments in response to the unique challenges and needs master's students may face; it will also ensure the development and successful operationalization of academic policies and processes critical to the success and wellbeing of master's students at KPU, on matters like guide (advisor/supervisor) relationships and leave of absence.

⁴ "VISION 2026."

In support of progress on goals related to sustainability and quality, a clear administrative and governance structure will be instituted through the establishment of the proposed FoGS. The move will eliminate confusion and enhance accountability by establishing a clear set of mandates, roles and responsibilities amongst individuals and units that support master's programming across the University. It will also ensure that the University does not duplicate human and financial resources and efforts in supporting master's studies.

Draft Policy AC5, the principal document laying the groundwork for the proposed FoGS and future master's programs, is under development since fall 2023; the proposed FoGS will also develop a set of general regulations and by-laws. Principles and goals of decolonization and equity will be embedded and foregrounded in these foundational, regulatory documents, aiming to create an inclusive, nurturing and supportive environment where students and employees feel included, respected and safer spiritually, socially, emotionally and physically.

For members of marginalized communities, the journey through higher education may look different from the supposed, linear pathway from undergraduate to graduate degrees, all done within a couple of years of finishing high school. Recognizing the barriers to higher education, and through curriculum design and use of Prior Learning Assessment and Recognition (PLAR), master's programs at KPU will work to expand access to higher education, especially for mature learners in our region who are balancing work and life responsibilities.

The proposed FoGS will provide essential administrative and governance oversight on graduate studies. Without the proposed FoGS in place, there will be risks for the University community including but not limited to: a lack of support for faculty and students, lack of administrative and governance structure and policy guidance on guidance (supervision), thesis, withdrawal, and inconsistencies on practices and guidelines on the operational and administrative processes that support master's studies.

5. Organizational structure details of proposed new Faculty

Number and name of proposed Departments, programs, research units, and other academic services (new or existing)

The proposed FoGS will serve two broad purposes – to set the needed academic standards for master's programming (through its own deliberations and through its advice to Senate), and to offer academic infrastructure to the existing Faculties. It will neither supervise faculty members nor schedule or offer programming. It will set and propose standards for that programming and will provide master's program-specific supports not currently offered by the existing Faculties.

Under the University Act, section 39(1)(2), a Faculty must be recommended by Senate and approved by the Board. A Faculty must have a Dean and representation at Senate per section 35.2(2)(d), and section 40(b) provides for student representation at meetings and faculty proceedings. The establishment of the proposed FoGS will be in compliance with the University Act.

The proposed FoGS will be administered by a Dean with administrative support. The Dean will be the leadership representative of the Faculty, and the Dean's office will work with other disciplinary Faculties and service units (e.g. Office of the Registrar, Student Services) in support of master's

studies. The Dean will report to the Provost and Vice President Academic, and will have a seat on Senate and other leadership councils as appropriate to ensure participation and representation on strategic and policy development in master's programming. The Dean will also be the leadership representative of FoGS externally, helping to raise the profile of KPU master's studies, build partnerships and connect with external opportunities.

The proposed FoGS will be responsible for the necessary administrative requirements to build and sustain master's programming at KPU, including quality control, leadership, policy advice, as well as support and services for master's students and faculty.

The proposed FoGS will establish a Graduate Studies Council and relevant standing committees on the development and implementation of appropriate general regulations, by-laws, and supporting operating procedures, in conjunction with existing policies and governance structure and on issues specifically pertaining to graduate degree studies.

The Graduate Studies Council, or appropriate standing committees as defined in the Faculty by-laws, shall be responsible for the following matters:

- For the purpose of academic standards, making recommendations to the Dean of FoGS regarding admission to master's programs or other graduate programs designated by Senate as within the jurisdiction of the Faculty of Graduate Studies.
- Making recommendations to the Dean of FoGS regarding student leave of absence and withdrawal.
- Making recommendations to the Dean of FoGS regarding the assignment or reassignment of Graduate Guides (Supervisors).
- Making recommendations to the Dean of FoGS regarding the composition of, and appointments to, the panel that will engage in the concluding dialogue for the thesis or project (examination or defense).
- After receiving a full program proposal or program revision proposal from a disciplinary Faculty, making recommendations to Senate regarding that proposal.
- Providing advice, if requested by the Dean of FoGS, on minimum qualifications for faculty members who teach in a master's program in accordance to Policy AC13, after the Dean of FoGS received recommendations from the disciplinary department(s) and consulted the Dean(s) of the disciplinary Faculty (Faculties).
- Making recommendations to Senate regarding academic standards for master's programming.
- Making recommendations to the Dean of FoGS regarding the graduands of the Faculty of Graduate Studies.

Until such a time as a range of programs exist that could populate the FoGS Graduate Studies Council, the Council will be populated by faculty representatives chosen by the Faculties that are likely to offer masters' programming in the future: Melville School of Business, Faculty of Arts, Wilson School of Design, Faculty of Science, and Faculty of Health (neither Trades and Technology nor Academic and Career Preparation is included, as these Faculties currently offer courses at different credential levels). The FoGS Graduate Studies Council will also have student representation.

The proposed FoGS will not offer its own programs or house its own students or faculty. Existing Faculties will be responsible for proposing and offering master's degree programs but, notably, will be encouraged to emphasize fields of study that are applied, polytechnic and interdisciplinary in nature. Graduate diploma programs and below will not be a part of the FoGS in the immediate future, although Doctoral studies are expected to be part of the FoGS if KPU is authorized to offer them in the future.

6. Detailed assessment of the impact on current and future students, existing Faculties and Departments

Assessment of the impact on current and future students

Current undergraduate students at KPU will be able to continue their learning journey through future master's programming. The FoGS will provide the structure and processes that will help increase student engagement and retention for future and current graduate students. Future graduate students pursuing a master's degree at KPU will have the unique and well-defined administrative, policy, and governance structure to support their needs. There will be no negative impact on current and future students at KPU.

Assessment of the impact on existing Faculties and Departments

The proposed FoGS will collaborate with existing academic Faculties and Departments to provide the leadership, as well as administrative and governance support, required to administer graduate studies at KPU, preventing duplication of resources and efforts by other academic Faculties and Departments. A well-defined policy structure along with a set of general regulations and by-laws will provide the necessary leadership, as well as the policy and governance structure, to support students, faculty, and staff across the master's degree programs at KPU. The proposed FoGS will focus its work on issues specifically pertaining to master's studies, and will leave general academic and discipline-specific questions to the disciplinary Faculty of a given program. Note that resources and funding needs of disciplinary Faculties for implementing future master's programs will be assessed and determined under the program development and change process per Policy AC10, *Development and Change of Senate-Approved Programs*.

7. Implementation timeline

Proposed effective date of the Faculty of Graduate Studies: September 1, 2024

Please see [Section 13](#) of this document for a detailed implementation and communication plan with an associated timeline, on the development and approval of the proposed FoGS.

8. Review of related Faculty structures at other Post-Secondary Institutions and elsewhere

In August 2023, the Policy and Academic Affairs team in the Office of the Provost conducted a sector scan of B.C. and Canadian post-secondary institutions for an analysis and summary of the following information:

- A. Administrative and/or governance structures of the Faculty of Graduate Studies
 - i. What powers/authorities do they have?
 - ii. What work are they responsible for?

Administrative and/or governance structure of the Faculty of Graduate Studies

The majority of the post-secondary institutions examined in Appendix A (with the exception of the Polytechnics Canada members) have a Faculty or School of Graduate Studies that are led by a Dean and/or Vice Provost, with administrative staff collaborating with other academic Faculties/departments and service units to support the coordination, facilitation and administration of graduate studies-related processes, operations and tasks (e.g. recruitment, communication, academic support services). Many of these post-secondary institutions have a Senate committee or a Council that has the power and authority to approve or make recommendations on matters relating to graduate studies as stipulated in legislation, subject to Senate and/or Board's approval. The power, authority and responsibilities of the governance structure are stipulated mostly in general regulations, committee mandates and/or terms of reference. In some larger institutions, each Faculty has its own graduate studies unit and/or staff to provide administrative support for their graduate programs.

A total of nine post-secondary institutions in B.C. were examined in this sector scan. The list of institutions includes four research universities; three special purpose teaching universities (excluding KPU and Capilano University); Thompson Rivers University; and BCIT. Member institutions of the Polytechnics Canada, as well as select universities across Canada were also examined (see Appendix A).

B.C. Institutions

Of the four B.C. research universities examined (UBC, SFU, UVic, and UNBC), only UBC has a set of Bylaws for its Graduate Council, the institutional authority empowered to set rules and regulations and make recommendations, subject to Senate's approval, on a number of matters related to graduate studies.

UBC and SFU have governance bodies, UBC's Graduate Council and SFU's Senate Standing Committee, to provide advice and recommendation to Senate on a number of graduate studies matters. Each of the four B.C. research universities has an administrative unit led by a Dean and Vice Provost, Associate Deans and administration and support staff, who lead and support graduate students and faculty members on administrative functions and processes as outlined in their regulations or operational procedures.

In examining the three special purpose, teaching universities (UFV, ECAUD, and VIU), TRU and BCIT, we found that a Dean or Director oversees the administration of graduate studies, except in the case of BCIT, which does not appear to have a centralized unit overseeing master's degree program administration. At UFV and TRU, the Office of Research is responsible for administering graduate studies. In addition, out of the five institutions, only UFV has separate regulations made for its School of Graduate Studies, and only UFV has a Graduate Studies Committee that provides governance oversight on matters related to graduate studies and under the purview of Senate.

Polytechnics Canada

In examining the 11 member institutions of Polytechnics Canada, none of them has an established School or Faculty of Graduate Studies, or currently offers master's degree programs. Of the 11 institutions examined, only six institutions offer graduate certificate programs, which are administratively supported by individual program areas or departments. Seneca College of Applied Arts and Technology is the only member of Polytechnics Canada that offers master's degree pathways to two master's programs at Niagara University; the college, however, does not have a centralized administrative unit that oversees the pathways program.

Select Universities in Canada

We examined six universities across Canada and found that except Ontario Tech University, all have a Faculty or School of Graduate Studies whose Bylaws, guiding principles, or terms of reference stipulate its authority, power and responsibilities to Senate and/or Board. The Faculty or School of Graduate Studies at each university is led by a Dean and/or Vice Provost, whose administrative and support staff provide general supervision, facilitation, coordination, administration, advice and support to graduate students and faculty, especially on administrative tasks and processes outside of pertinent legislation and/or authority of Senate/Board. In the case of Brock University, each academic faculty has its own director and coordinator for their individual graduate programs.

9. Number of students expected to be enrolled in courses and programs taught with the proposed new Faculty (Five-year projection)

The proposed new FoGS will play a role in the development, support and administration of future master's program. However, there will be no programs within the proposed FoGS, as programs and students will belong to their disciplinary Faculty.

10. Number of faculty and staff in the proposed new Faculty (Five-year projection)

Once the FoGS is established, we anticipate having a Dean and an administrative support staff in place by year one, and increasing to two to three administrative support staff by year five.

There will be no faculty hired into the FoGS. Faculty who teach in a master's degree program belong to their academic Faculty.

Disciplinary Faculties will need funding and capacity to support future master's programs. Such program-related funding will be determined via the financial assessment process under the program development and change process per Policy AC10, *Development and Change of Senate-Approved Programs*.

11. Capital budget for the proposed new Faculty (Five-year projection)

The Faculty of Graduate Studies will not have a full, operational Dean's office in the short or medium term. It will have a Dean and only such staffing as is required to run the needed committees (likely a single additional employee). As programming is created proposals for such programming will include whatever administrative costing is needed to expand from this minimal one- or two-person team to a

larger entity, should that be needed in future. We provide costing estimates for a potential office below but these changes are not functionally necessary in the short term.

In preparation for a physical office space for the FoGS in year five of implementation, the following outlines the details to a capital budget proposal for the FoGS, in the scenario where a classroom will be converted to an office space for four employees (one private office for the Dean, working space for three administrative support staff, along with a small meeting room):

\$30,000	Architectural Walls – 50 ft. @ \$600/Lineal ft. (includes walls & doors as proposed layout)
\$2,000	Electrical – might need track light relocation
\$2,000	Mechanical – 2 sprinklers addition, HVAC balancing
\$2,000	Data – New data ports & outlet for the copier required
\$36,000	Subtotal <u>as of 2021</u>
\$3,600	Contingency (10%)
\$4,320	Taxes (12%)
\$43,920	Total estimate <u>as of 2021</u>
\$8,784	Additional contingency (20%) to pro-rate to 2023
\$31,500	Furniture – 6 workstations + 6 task chairs + 6 guest chairs
\$3,780	Taxes (12%)
\$87,984	Total Estimate (current 2023 estimate – this will need to be prorated to 2028)

12. Sustainability of the proposed new Faculty based on projected tuition, revenues (Five-year projection)

The five-year sustainability projection based on expected tuition and revenues is not applicable. As mentioned above, the proposed FoGS will not hire faculty or house future master's programs; and it will focus its work on issues pertaining specifically to academic standards for master's studies and approvals as outlined in the proposal.

However, note that the Full Program Proposal and relevant processes (see [Procedure AC10](#)) require detailed financial and feasibility assessments to ensure the sustainability of Senate-approved program offerings, including offerings at the graduate level. Working with Financial Services and Office of Planning and Accountability, disciplinary Faculties (proponents of future master's programs) must demonstrate in Full Program Proposals that future master's programs will be operationally viable and sustainable.

13. Implementation and communication plan

The following outlines a consultation, implementation and communication plan for the proposal of the proposed FoGS:

Office of the Provost's research on best practices, drafting of the preliminary proposal on FoGS	August 2023 – September 2023
AVP Academic's communication to KPU governance on the preliminary proposal plan and timeline	September 2023
Preliminary proposal consultation	September 2023 – early October 2023
Preliminary proposal submission to Provost	Late September 2023
Preliminary proposal submission to Senate Standing Committee on Academic Planning and Priorities (SSCAPP)	October 13, 2023
SSCAPP's review and recommendation on the preliminary proposal	October 27, 2023
Preliminary proposal submission to Senate	November 9, 2023
Preliminary proposal to Senate for consideration	November 20, 2023
Establishment of a Task Force for the full written proposal (<i>if Senate approves the preliminary proposal</i>)	Late November 2023
Task Force reviews draft full written proposal	January 15, 2024
Drafting of a full written proposal and consultation with key interested parties	January 15 – March 8, 2024
Task Force's endorsement on the full written proposal	March 11, 2024
Full written proposal to Senate for recommendation to the Board for approval	April 22, 2024
Full written proposal submission to Board Governance Committee	April 26, 2024
Board Governance Committee's review and recommendation to the Board on the full written proposal	May 8, 2024
Full written proposal submission to the Board of Governors	May 10, 2024
Full written proposal to the Board of Governors for approval	May 22, 2024

14. Recommendations, feedback and responses on the consultation process

Recommendations from the Task Force

The Task Force intends to make the following recommendations to Senate based on its deliberations and the feedback received from consultation:

1. That the FoGS will identify focal themes of research and teaching to encourage developing interdisciplinary programs in an effort to reduce disciplinary siloing.
2. That a future review on student experiences be conducted to identify key components of successful graduate school experiences, including but not limited to:
 - a. Physical infrastructure and support services inside and outside of the disciplinary Faculties, e.g. support offered by the Learning Centres
 - b. Issues in Graduate Supervision/Guidance
 - c. On-campus work for master's students
3. That disciplinary Faculties consider reviewing by-laws to consider faculty and student representation of graduate degree studies at their Faculty Councils.
4. That a future review be conducted by University Secretary on graduate student representation at other universities' leadership bodies.
5. That an operationalization and communication plan be developed by the FoGS outlining the rationale and expectations regarding the concluding Dialogue.

Feedback and responses from the consultation process

See Appendix B for all feedback received thus far on the full written proposal.

Appendix A: Policy Scan on FoGS Governance & Administrative Structure in Other Post-Secondary Institutions

Institution	Faculty/School	Power	Responsibility	Resource/references
University of British Columbia	Graduate and Postdoctoral Studies Graduate School	<ul style="list-style-type: none"> • “The legislative and administrative authority of the Faculty regarding graduate programs of study is vested in the Graduate Council. In all matters concerning admission, scholarships, programs and examinations, the Dean & Vice-Provost and Associate Deans act, with the Registrar, as administrative officers for the Graduate Council.” • The Dean is the Chair of the Graduate Council, which is appointed by and responsible to the Faculty of Graduate and Postdoctoral Studies. • Subject to Senate approval, the Graduate Council has the power to: <ul style="list-style-type: none"> ○ Make rules and regulations for the 	<ul style="list-style-type: none"> • The Graduate School is led by a Dean and Vice-Provost, an Assistant Vice Provost on Strategic Academic Initiatives, 2 Senior Associate Deans (Students, Policy and Programs), an Associate Dean for Postdoctoral Fellows. • Graduate Programs reside in Academic Faculties. • The Graduate School administers the following: Awards, reconciliation of accounts, reporting and statistics, exam coordination, graduate pathways to success, funding, post-doctoral affairs, academic support, industry liaison, curriculum coordination. • The School participates in all external reviews of graduate programs. 	Graduate Council By-laws (including membership, powers and duties, operational procedures)

Institution	Faculty/School	Power	Responsibility	Resource/references
		<p>government, director and management of the Faculty and its affairs and business</p> <ul style="list-style-type: none"> ○ Determine the courses of instruction and programs, and review proposals for changes in such courses and programs ○ Advise the Dean on scholarships and financial support for graduate students ○ Advise the Dean on strategic priorities ○ Deal with all matters assigned to the Graduate Council by the Faculty and the Dean ○ Approve terms of reference of each standing committee ● The Graduate Council has 3 standing committees (Policy, Curriculum, Scholarships) that act in an advisory role to the Dean and to 		

Institution	Faculty/School	Power	Responsibility	Resource/references
		report/make recommendations to the Dean and/or to the Council as appropriate.		
Simon Fraser University	Graduate and Postdoctoral Studies	<ul style="list-style-type: none"> The Senate Graduate Studies Committee (SGSC) is responsible in reviewing and making recommendations to Senate on all curriculum matters for graduate programs, the Graduate General Regulations, policy matters relating to course registration, course/program withdrawal, and the administration of graduate records. 	<ul style="list-style-type: none"> The administration of Graduate Studies is stipulated in the Graduate General Regulations. <ul style="list-style-type: none"> Dean and Vice Provost: general supervision of graduate work and chairs the SGSC Associate Director, Graduate Admissions, Records and Registration: enrolment of students, assessment of fees, maintenance of records and other administrative duties Supervision of graduate students: the supervisory committee, graduate program committee, the faculty graduate studies committee and the senate graduate studies committee Led by the Vice-Provost and Dean, the office provides support to graduate 	Senate Graduate Studies Committee Graduate General Regulations (fall 2023)

Institution	Faculty/School	Power	Responsibility	Resource/references
			students on administrative tasks/processes.	
University of Northern BC	Office of Graduate Administration	<ul style="list-style-type: none"> No standalone Senate Standing Committee on Graduate Studies. Each existing Senate Standing Committee is responsible for reviewing and making recommendations to Senate on matters pertaining to graduate programs. 	<ul style="list-style-type: none"> The Office, led by the Vice-Provost of Graduate and Post-Doctoral Studies (and reporting to the Provost) is responsible for supporting graduate students through administrative tasks related to their life-cycle, including but not limited to admissions, withdrawals, leaves, time extensions, receiving documentation for thesis/dissertation and scheduling of defence. The Vice-Provost is responsible for providing strategic oversight for academic preparation, professional development, mentorship, program quality assurance, development and implementation of policies. The Vice Provost will collaborate with the Office of Research and Innovation on research and funding opportunities and associated supports and resolution of issues. 	

Institution	Faculty/School	Power	Responsibility	Resource/references
			<ul style="list-style-type: none"> • The Vice Provost supports Faculty Deans in the development and coordination of opportunities across all graduate students • Matters such as registration, payments, tuition, academic concerns, housing and applying to graduate are overseen by other units across the institution (e.g. the Office of the Registrar oversees registration and payment.) • Each Faculty is responsible for the oversight of their graduate program(s). 	
University of Victoria	Faculty of Graduate Studies (FGS)	<ul style="list-style-type: none"> • Appointment to membership in the Faculty is made by the Dean or designate of FGS. • Only the Dean of FGS may withdraw a student for failure to meet academic standards. • The Office of Research Services accepts referrals concerning conflicts of interest between students and supervisors involving intellectual 	<ul style="list-style-type: none"> • Working with Faculties and departments to ensure high quality standards in the programs. • Provide a wide range of support for graduate students. • Lead in the development of policies and procedures. • The Dean and the Associate Deans advise students on academic concerns and provide consultation, and members of the academic unit on 	Membership in FGS

Institution	Faculty/School	Power	Responsibility	Resource/references
		<p>property or joint business ventures.</p> <ul style="list-style-type: none"> The Graduate Advisor, a Regular Member of FGS appointed or elected by the academic unit, jointly directs the unit's graduate program with the unit's Head and (chairs) Graduate Studies Committee, serving as the unit's/programs' representative on FGS Council, and liaison between the unit and FGS. 	<p>non-compliance by a student.</p> <ul style="list-style-type: none"> The Dean of FGS handles allegations of non-compliance by Faculty. 	
University of Fraser Valley	School of Graduate Studies	<p>Graduate Studies Committee - Terms of Reference</p> <ul style="list-style-type: none"> Advises Senate on all matters relating to graduate programs within Senate's jurisdiction, including but not limited to: new or revised programs, policies, procedures, the criteria, residency, admission requirements, evaluation, withdrawal, awarding of degree, and 	<ul style="list-style-type: none"> The AVP Research and Graduate Studies is responsible for <ul style="list-style-type: none"> the general administration of graduate studies, as well as for all decisions on graduate admissions as recommended by the Graduate Program Committee. reviewing the recommendation from the Graduate Program Committee on the awarding of degrees to the Registrar for presentation to Senate 	School of Graduate Studies General Regulations

Institution	Faculty/School	Power	Responsibility	Resource/references
		admission appeals.	<ul style="list-style-type: none"> ○ final grade appeals for graduate level courses and appeals on decisions from the Graduate Program Committee. ○ Approves the recommendation from the Graduate Program Committee on the date, place and time of oral exam and the exam of Master's Thesis. • The Manager is responsible for ensuring the admission of students, fee assessment, maintenance of records and other administrative matters relating to graduate students adhere to established policies/procedures. • A Graduate Program Committee in the department/school oversees the recommendation of admission, withdrawal, evaluation, registration, reviewing and recommending the award of degree to the AVP REGS, arranging of 	

Institution	Faculty/School	Power	Responsibility	Resource/references
			supervision and examination of graduate students, the responsibilities and structure of Supervision, and the appointment of a supervisory committee.	
Thompson Rivers University	Graduate Studies	There are two Senate-approved policies that stipulate the types of credentials and the assessment criteria of new graduate programs.	<ul style="list-style-type: none"> The Office of the Vice-President Research is responsible for the general administration of graduate studies, including but not limited to: facilitate thesis proposal approval form and leave approval, thesis defence procedures. Each Faculty provides administrative oversight on their own graduate program(s). 	
Emily Carr University of Art + Design	Jake Kerr Faculty of Graduate Studies	Email sent to ECUAD – awaiting response.	Administration overseen by the Dean, Faculty of Graduate Studies, supported by Associate Deans, a manager, program coordinator, graduate recruitment coordinator, and administrative assistant. Email sent to ECUAD – awaiting response.	
Vancouver Island University	Office of Graduate Studies	Email sent to VIU – awaiting response.	The Director, Graduate Studies and Student Research reports to the AVP Scholarship, Research and Creative Activity and serves as	Graduate Studies Policies VIU Graduate Student - Supervisor

Institution	Faculty/School	Power	Responsibility	Resource/references
			<p>the administrator for the Office. The Director manages the graduate student life-cycle, from recruitment to graduation, and is responsible for strategic enrolment management, graduate program development, policy development and compliance, and leadership support in University committees.</p> <p>Leaves are approved by the Dean of the program. The Dean of the program is responsible for time extension.</p> <p>The Graduate Studies Advisory Committee is responsible for receiving annual reports on strategic enrolment in graduate programs, graduate student activities and engagement in research, provide advice to the University on graduate studies policies and procedures.</p>	Guidelines and Agreement
British Columbia Institute of Technology	N/A	N/A	There are four Master's degree programs at BCIT. Each program is administered by its Faculty under a Graduate Program Director or a Program Head, along with faculty and support staff.	
Humber College Institute of	N/A	N/A	<ul style="list-style-type: none"> Humber currently offers graduate certificates only. 	

Institution	Faculty/School	Power	Responsibility	Resource/references
Technology and Advanced Learning			Faculties/departments provide administrative oversight on programs.	
Red River College Polytechnic	N/A	N/A	<ul style="list-style-type: none"> Red River does not currently offer degree programs at the Master's level. 	
Algonquin College	N/A	N/A	<ul style="list-style-type: none"> Algonquin currently offers graduate certificates only. Department provide administrative oversight on programs. 	
Conestoga College Institute of Technology and Advanced Learning	N/A	N/A	<ul style="list-style-type: none"> Conestoga currently offers graduate certificates only. Department provide administrative oversight on programs. 	
Fanshawe College of Applied Arts and Technology	N/A	N/A	<ul style="list-style-type: none"> Conestoga currently offers graduate certificates only. Department provide administrative oversight on programs. 	
George Brown College of Applied Arts and Technology	N/A	N/A	<ul style="list-style-type: none"> George Brown currently offers graduate certificates only. Department provide administrative oversight on programs. 	
Northern Alberta Institute of Technology	N/A	N/A	<ul style="list-style-type: none"> NAIT currently does not offer any programs at the graduate level. 	

Institution	Faculty/School	Power	Responsibility	Resource/references
Southern Alberta Institute of Technology	N/A	N/A	<ul style="list-style-type: none"> SAIT currently does not offer any programs at the graduate level. 	
Saskatchewan Polytechnic	N/A	N/A	<ul style="list-style-type: none"> SaskPolytech currently does not offer any programs at the graduate level. 	
Seneca College of Applied Arts and Technology	N/A	N/A	<ul style="list-style-type: none"> Seneca currently offers graduate certificates and Master's Degree Pathways to two Master's programs at Niagara University. 	
Sheridan College Institute of Technology and Advanced Learning	N/A	N/A	<ul style="list-style-type: none"> Sheridan currently does not offer any programs at the graduate level. 	

Appendix B: Feedback Received since Full Written Proposal Task Force Formation

Feedback	Responses from the Task Force
<p>Full Written Proposal Task Force on Dec. 15, 2023</p> <p>The following are action items/feedback from the Task Force's first meeting:</p> <ol style="list-style-type: none"> 1. Governance processes and structures should be considered as part of the Indigenization efforts in creating the FoGS, as well as the inclusion of values surrounding what it means to be a Seyem. 2. Resources and capacity at disciplinary Faculties are limited, how could we ensure that disciplinary Faculties have sufficient, for instance, classrooms and staff to support master's students? 3. To break down disciplinary silos, consider organizing existing teaching and research foci at disciplinary Faculties into themes, such as sustainability, to enhance collaboration in master's programming at KPU. 4. The FoGS Dean's external facing role in raising KPU's profile and collaborating with other PSIs should be emphasized. 5. The FoGS will play a crucial role in shaping graduate students' experiences, which involves many aspects from getting the support they need to interactions with the physical environment and administrative processes. How can we ensure this experience is positive and distraction-free? 	<ol style="list-style-type: none"> 1. The Indigenous Advisory Committee did not recommend that we proceed with this suggestion as this time. 2. Regarding resources and capacities, Policy and Procedure AC10 <i>Development and Change of Senate-Approved Programs</i> has specific requirements to ensure that disciplinary Faculties proposing future master's programs could operationally support the offering and that the proposed programs are feasible and sustainable. A clarification elaborating this point has been added to section 12 of the full written proposal. In short, KPU funds Faculties to offer their programming primarily through the proposals to create that programming. 3. The FoGS should encourage deeply interdisciplinary master's programs at KPU to break down disciplinary silos. The Task Force shall ensure that the suggestion is conveyed to Senate, where a discussion with key stakeholders and representatives on the idea could take place. 4. The Dean's external, leadership role is now highlighted in section 5 of the full written proposal. 5. It is crucial that future master's students at KPU will have a positive student experience. The Task Force shall recommend to Senate a review to identify key components of the University experience.

Feedback	Responses from the Task Force
<p>6. Issues in graduate supervision/guidance like conflict of interests must be addressed.</p> <p>7. The envisioned FoGS Faculty Council will have many administrative responsibilities and powers, e.g. approval of leave, approval of supervisor/guide appointment, etc., we should consider changing its name.</p> <p>8. We should avoid ambiguity in the language of the proposal and policy documents that the FoGS will not include graduate diploma and certificate programs at creation.</p>	<p>6. Issues like supervision/guidance are crucial to graduate students' experiences. Such issues pertaining graduate-specific academic standards shall be addressed in general regulations of the FoGS. The Full Written Proposal does envision the Dean to have oversight power in assignment and reassignment of graduate supervisors/guides, based on recommendations of the Graduate Studies Council.</p> <p>7. Based on the suggestion, "Graduate Studies Council" will be used at the FoGS in place of "Faculty Council."</p> <p>8. As graduate programs at the diploma level and below will not be a part of the FoGS in the immediate future (see section 5), where appropriate, more specific terms/phrases like "master's studies" (used by, for instance, University of Alberta) and "master's programming" are used in place of the term "graduate studies." This terminology practice will be adopted by draft Policy AC5.</p>
<p>Department of Language and Cultures, submitted by Departmental Rep. Ana Robles on Dec. 15, 2023</p> <p>This is a great initiative, especially for the reputational rationale for KPU especially since none of the other polytechnic universities in Canada offer graduate programs.</p> <p>1. The first concerning point is that the timeline is a little ambitious since the proposed effective date is Sep 1 2024.</p> <p>2. The second concerning point is that FoGS faculty council will be populated by other programs until it has enough members. This</p>	<p>Thanks for the encouraging feedback.</p> <p>1. This would be an overly ambitious timeline if we were setting up a fully administrative Faculty (like Arts). This Faculty will be much more modest in its scope. We envision only one or two employees (with only a part time Dean, at first). We need the formal structure in place, though, in order to propose master's programming, so we do want to get that small structure in place.</p> <p>2. Good point. We will need to seek temporary faculty representation at Senate in fall 2024</p>

Feedback	Responses from the Task Force
<p>is concerning since it's difficult to fill spots in the current councils and committees and will people be willing to join?</p>	<p>from disciplinary Faculties that may develop master's degree proposals. The Registrar is looking into KPU election rules and regulations to determine the proper way to do so. The Dean of FoGS will not have representation at Senate until we have FoGS faculty representation at Senate. Second, until the programming exists we don't need to create any subcommittees beyond the one group. A small number of members (the size of a hiring committee for a Dean, for example) could do the needed work.</p>
<p>Criminology Department, submitted by Departmental Rep. Mark Vardy on Dec. 15, 2023</p> <ol style="list-style-type: none"> 1. [Regarding the point in the last paragraph of Section 5 that existing disciplinary Faculties will be responsible for proposing and offering graduate programs at the master's degree level,] This sounds like a lot of work for existing Faculties. What supports will be provided to Faculties who want to develop these programs? Or will these supports largely be administrative and in support of the operations of the FoGS? 2. [On offering credential upgrade opportunities to KPU students,] Who would be given preference here, current students or students who have completed their Bachelor degrees elsewhere? 3. We also have no Ombud at KPU if students are having supervisory issues. Who would they go to for support if that relationship disintegrates? Perhaps this is solved by decolonizing the approach to supervision but some mechanism is needed to ensure that graduate students are protected in their programs. 	<ol style="list-style-type: none"> 1. The Provost's Office has, over the last year or so, launched program development support available to all faculty developing programming at any level (contact OProCurriculum@kpu.ca). The FoGS will, in terms of program development, focus on setting standards for graduate programming and will not interfere with normal Faculty operations. 2. Faculty members proposing the program would answer this question. In policy terms, the Full Program Proposal (see AC10) will establish admission standards, which should make clear any admission preferences. The Full Program Proposal must be approved by Senate and Board. 3. Graduate Supervision/Guidance shall be an important area to be addressed, along with other issues pertaining graduate-specific academic standards, once the FoGS is founded and has the power to establish general regulations. The Full Written Proposal does envision the Dean to have oversight power, as the Dean could approve or disapprove assignment and reassignment of graduate supervisors/guides, based on recommendations of the Graduate Studies

Feedback	Responses from the Task Force
<p>4. What about funding for these students? External funding for graduate students can be scarce. Will scholarships or bursaries be set up for students? Or will these programs be higher tuition, “boutique” type degrees where students are expected to have saved enough money to support them during the program?</p> <p>5. They likely cannot generate income by TAing due to collective agreement conflicts. And this is one of the ways that many graduate students learn teaching skills. Though not all students will become instructors, they likely will be in teaching roles in their positions if they ever supervise others in their workplaces, do community presentations, etc.</p> <p>6. If students can work at the university in some capacity to support themselves, will they have their own union?</p> <p>7. And what about space? Do most Faculties have space for graduate students/labs? What about equipment/computers and software? There is a budget provided for a FoGS office but not for the costs for students, expansion of departments, capital expenditures, etc.</p> <p>8. [On FoGS leadership and support for students,] This seems too vague. Leadership on what? Support for what?</p>	<p>Council. We plan on recommending a master’s student experience review and will add this point to that list.</p> <p>4. Like admission standards, funding for programs will be program specific and addressed in the Full Program Proposal and the associated financial assessment process. The Office of Research Services and the Student Awards and Financial Assistance team are expected to assist master’s students with access and information relating to awards, scholarship and funding. In terms of future master’s programs, the initial focus is on applied, course-based master’s programs.</p> <p>5. We appreciate the thoughtful consideration, although this issue will be more properly addressed by the FoGS Dean and Graduate Studies Council, and is out of the scope of the Full Written Proposal, which aims to establish the governance structure of the FoGS.</p> <p>6. This is a good question for us to add to our recommendations for a future review on student experience.</p> <p>7. Regarding resources and capacities, Policy and Procedure AC10 <i>Development and Change of Senate-Approved Programs</i> has specific requirements to ensure that disciplinary Faculties proposing future master’s programs could operationally support the offering and that the proposed programs are feasible and sustainable. A clarification elaborating this point has been added to section 12 of the full written proposal.</p> <p>8. The FoGS will focus its work on issues pertaining to graduate-specific standards and approvals. This will include establishing general regulations and bylaws to ensure quality education, as well as proper governance procedures. Besides general areas of expected</p>

Feedback	Responses from the Task Force
<p>9. [On the proposal not having a five year projection,] this is very worrisome. How is this being forwarded with neither a 5-year plan nor Ministerial consent? Are there plans to do a 5-year plan after Ministerial assent is given? What happens if the 5-year plan indicates this is a bad idea? Would the project be scrapped? Surely this could be estimated.</p> <p>10. Where are the recommendations, feedback and responses on the consultation process?</p> <p>11. General Feedback: There is a lot of missing information in this proposal. Obviously, there are a lot of instructors who would be thrilled to have graduate programs in their department. But there are a lot of unknowns about the feasibility of this project.</p> <p>For example, what is the market research indicating that graduate studies are needed in the region south of the Fraser? And for what disciplines? A prediction of the size of the single proposed Masters degree in the document is only 50 people at five years, in addition to the graduate degrees that we offer. How many programs are anticipated and what is KPU's capacity for these programs? Are the graduate degrees desired thesis-based or project-based? Do the KPU Faculties that have graduate degrees already see a need for a FoGS to assist with their implementation?</p>	<p>work, we have outlined a list of specific responsibilities for the Dean and Graduate Studies Council in section 5. The Dean is also expected to be the internal and external leader of KPU graduate studies at the master's level.</p> <p>9. See reply to question #7.</p> <p>10. The consultation feedback thus far can be found in the agenda package of the November 20 Senate meeting on pages 342-3 (link: 2023 11 20 Senate Agenda Package.pdf (kpu.ca)).</p> <p>11. We appreciate both the excitement and concerns for the feasibility and sustainability of future KPU graduate studies at the master's level. Graduate studies at KPU matter to the entire University community at many levels and in different aspects. And that in part explains the multiple governance processes and oversight mechanisms in place to ensure the standards, feasibility and sustainability of master's studies, as well as the transparency and accountability of the development process and the participation of the University community.</p> <p>The proposal to establish the FoGS forms part of the broader effort by creating Faculty-level structure and instruments to ensure governance oversight, systematic policy infrastructure and administrative and leadership support, with the aim of establishing and maintaining graduate-specific academic standards.</p> <p>Policy and Procedure AC 10 Development and Change of Senate-Approved Programs is</p>

Feedback	Responses from the Task Force
<p>What is mostly concerning is that there is no information about how this will affect the duties of instructors in their departments. Will they receive course releases from undergraduate teaching? How much supervision would equal one course release? Or will we have instructors who teach only graduate courses? Or would it be compensation beyond their teaching load? What would that be? Would our departmental funding and budgets change to accommodate more students, activities, etc.? Would our number of base sections increase? Can the administrative staff for our own faculties handle the increase in students, which are stretched thin already?</p> <p>Financial compensation: There are no clear indications about how faculty would be compensated for supervising grad students.</p> <p>Titles: would “Instructors” be supervising “Graduate students”? What is the worth of an MA if it is supervised only by “Instructors”?</p>	<p>another important piece, which mandates Senate and Board approval of Full Program Proposals and addresses program- and department-specific questions.</p> <p>These questions include market research, which is conducted program-by-program for new degrees and anchored to the specific instructional and occupational categories of the discipline in question. These datapoints will be included in the Full Program Proposal and reviewed and considered by Senate and Board. They also include questions on departmental funding, the specific issues in this regard form an integral part of the Full Program Proposal, including section needs, administrative costs and other considerations.</p> <p>Faculty working conditions, however, fall under the purview of the KFA-KPU collective agreement and are not restructured by this proposal or Senate’s jurisdiction.</p> <p>The Office of the Provost and Vice President, Academic are working with faculty members on other ideas for master’s programs, but none are currently in the feasibility assessment phase – we are focusing on making a very strong argument for the first master’s program. We anticipate KPU will focus on course/project-based master’s programs; that, however, does not mean that the University will not develop thesis-based master’s programs. The input of faculty, as proponents of master’s programs, is crucial in how a future master’s program will be structured.</p>
<p>Sociology Department, submitted by Departmental Rep. Fabricio Telo on Dec. 15, 2023</p> <ol style="list-style-type: none"> 1. KPU has a few departments and programs with solid research and scholarly initiatives, which will be crucial to base the creation of graduate programs. However, most departments and programs are not in that stage yet. Perhaps more investment should be made to strengthen our undergraduate 	<ol style="list-style-type: none"> 1. Master’s degree programs undergo an extensive development and oversight process involving provincial regulators and university governance bodies and so KPU’s approach will be to slowly build programs in Departments ready to do so. We are especially interested in

Feedback	Responses from the Task Force
<p>programs before investing in graduate programs. For example, more Honours degrees could be created, and more funding could be directed to research so faculty can dedicate more time to applying for external funds, doing research, and mentoring students.</p> <p>2. Under point 5, the referred "impact on existing faculties and departments" should be further detailed. While the proposed FoGS will be collaborative and have regulations, policies, etc., there will be impacts not discussed in the proposal, particularly the increase in teaching and service workload.</p> <p>3. How would students be appointed to serve as representatives in the Faculty Council?</p> <p>4. Why not call it FGS instead of FoGS?</p>	<p>interdisciplinary programming, which will also help alleviate this issue.</p> <p>2. Faculty working conditions fall under the purview of the KFA-KPU collective agreement and are not restructured by the FoGS proposal or Senate.</p> <p>3. The Task Force has recommended a future review by University Secretary on student representation at other universities' leadership bodies. The Task Force expects the selection of graduate student representatives to mirror current practices.</p> <p>4. For convenience reasons the full written proposal uses the abbreviation of FoGS.</p>
<p>Full Written Proposal Task Force on Jan. 15, 2023</p> <p>The following are action items/feedback from the Task Force's second meeting:</p> <p>1. We should add language to say that future doctoral studies are within the purview of the FoGS.</p> <p>2. The recommendation of a future review on student experiences should explicitly state that support services inside and outside disciplinary Faculties will be reviewed, including the Learning Centres; the possibility of a Graduate Student Association should also be reviewed.</p> <p>3. Revise the wording of the recommendation to state explicitly that the Task Force recommends organizing focal themes of</p>	<p>1. We have added language to this effect at the end of section 5.</p> <p>2. Revisions implemented in section 14. The possibility of a Graduate Student Association will be up to the decision of our students at KPU.</p> <p>3. Revision implemented in section 14.</p>

Feedback	Responses from the Task Force
<p>research and teaching to encourage interdisciplinary program development.</p> <p>4. The Task Force should recommend that disciplinary Faculties to revise their by-laws for future graduate student representatives at their Faculty Councils.</p> <p>5. Replacing traditional thesis defenses with concluding Dialogues is an important initiative. The Task Force should ensure that the philosophy and practices behind this shift are properly communicated and implemented.</p>	<p>4. Recommendation added to section 14.</p> <p>5. A draft document will be developed to elaborate on the idea of concluding Dialogues and be reviewed by the Task Force at its third meeting on March 11. The Task Force will recommend to Senate that an operationalization and communication plan be developed by the FoGS outlining the rationale and expectations regarding the concluding Dialogue.</p>
<p>Drop-In Consultation on Jan.24, 2024</p> <p>Carroll Boydell, Criminology Instructor</p> <p>1. How will the FoGS will be funded? Will there be funding support in the form of TAsip for graduate students?</p> <p>2. How will instructor positions be funded?</p> <p>3. What is the University's vision for future master's programs? What other degrees that could be offered.</p>	<p>1. Most of the funding for FoGS comes from costing in proposed master's degree programs. However, this will not be looked into until the Senate and the Board approves the establishment of the FoGS.</p> <p>2. Faculty are not being hired into the proposed Faculty of Graduate Studies. Faculty members are still being hired into the disciplinary Faculty. Program-related funding will be determined via the financial assessment process under the program development and change process per Policy AC10, Development and Change of Senate-Approved programs.</p> <p>3. The University's vision for future master's programs is outlined in our current proposed Policy AC5 Graduate Degree Studies. The policy provides a guiding vision of master's programs that are polytechnic, applied and interdisciplinary, while envisioning our programs to be grounded in Indigenous</p>

Feedback	Responses from the Task Force
<p>4. Micro-credentials could be used to teach graduate-specific instructional skills.</p> <p>Kristie Dukewich, Psychology Instructor</p> <p>5. During bargaining instructors were told by the administration that there will not be base funding for research. Can this be clarified as research is a vital in graduate degrees?</p> <p>6. Support developing post-baccalaureate programs, as master's programs are saturated. Our constituents need just-in-time certificates and diplomas.</p> <p>7. Suggest using the phrase "faculty member representatives" for FoGS GSC in draft full written proposal.</p> <p>8. There is an ongoing presidential search process right now, is it a good idea to launch graduate studies before the new President arrives?</p>	<p>teachings and reflect commitments to decolonization, equity, inclusion and diversity.</p> <p>4. Thank you for the suggestion. We have noted this for the future Dean of FoGS for consideration.</p> <p>5. The Task Force is unable to speak to this comment as it pertains to collective bargaining.</p> <p>6. We need both master's programs as well as post-baccalaureate certificates and diplomas. The establishment of a FoGS does not mean we cannot provide post-baccalaureate programs. Specifically, there is growth in the need for master's degrees in our region and labour market due in part to demographic shifts and recent changes to international student policies at the federal level.</p> <p>7. We have made the necessary revision in the full written proposal.</p> <p>8. Graduate degree studies are part of KPU's current mandate under the University Act. In addition, the presidential transition will not be complete for almost two years from the time of writing, with further time needed for any new strategic plans. KPU is currently working on developing its first master's degree in operations, supply chain and logistics management. We have been consulting with the Ministry on our proposal, and have received support from local Chambers of Commerce, organizations and businesses on the development of this proposal as well.</p>
Drop-In Consultation on Jan.25, 2024	

Feedback	Responses from the Task Force
<p>Nicole Pool, Associate Registrar, Domestic Recruitment</p> <p>1. What is the potential impact on recruitment.</p>	<p>Thank you for the comments. We do not anticipate any impact on recruitment initiatives and workflow. Academic programs continue to reside within their respective disciplinary Faculties. The proposed FoGS would allow for a proper governance structure and the oversight of only a small number of administrative functions specific to master's studies that KPU's existing Faculties do not currently support, such as organization of future thesis work or assignment of academic supervisors/guides to students.</p>
<p>Fiona Whittington-Walsh, Lead Advisor on Disability, Accessibility, and Inclusion/Sociology on Jan. 29, 2024</p> <p>1. Can the FoGS consider the following support and resources:</p> <ul style="list-style-type: none"> a. Ensure support to help students transition from undergraduate to graduate studies. b. Ensure barrier-free access to graduate student funding for students with disabilities, particularly on preventing barriers from full-time and part-time status. c. Accommodation: ensure essential requirements of master's programs allow accommodation for students. <p>2. There should be learning specialists focusing on supporting graduate students with disabilities.</p> <p>3. Supervisors should support the needs of students with disabilities.</p> <p>4. Suggest that an individual with an understanding of inclusive pedagogy should sit at the Graduate Studies Council.</p>	<p>Thank you for your suggestions. We have noted your suggestions so that the future Dean of FoGS may work to develop resource materials for faculty and students, ensure that resources needed are identified in the program development and curriculum design processes per AC10, and ensure that the appropriate areas (e.g. SAFA) are consulted to ensure that the information provided to students, such as graduate student funding for students with disabilities, are easily accessible and clear.</p>
<p>Drop-In Consultation on February 7, 2024</p> <p>Lucas Ozols-Mongeau, Manager, Planning & Sustainability</p> <p>The future Dean of Faculty of Graduate Studies should consider the physical space needs and the desired campus location of the Faculty of Graduate Studies.</p>	<p>Thank you for your feedback. We have noted your suggestions for the future Dean of FoGS for consideration.</p>

Feedback	Responses from the Task Force
<p>Melville School of Business Faculty Council on February 12, 2024</p> <p>It would be helpful to clarify the timing of the Senate representation – once Senate and Board approve the FoGS, when will there be Dean and faculty representation on Senate from FoGS? Will the Dean be the only representation on Senate until a Faculty offers a master’s program?</p>	<p>Thank you for this comment. The plan is to seek temporary representation in fall 2024, provided that Senate and the Board approves the proposal to establish FoGS in spring 2024. The idea is that we will have both the Dean and faculty representation on Senate at the same time. The Registrar is looking into KPU election rules and regulations to determine the proper way to do so. The Dean of FoGS will not have representation at Senate until we have FoGS faculty representation at Senate.</p>

Appendix C: Faculty of Graduate Studies Full Written Proposal Task Force Composition

Chair:	Dr. David Burns	Associate Vice President Academic
Support:	Tristan Li	Policy & Academic Affairs Specialist
Members:	Josephine Chan	Special Assistant to the Provost on Policy & Academic Affairs (Project Lead)
	Dr. Brett Favaro	Dean, Faculty of Science
	Dr. Shelley Boyd	Dean, Faculty of Arts
	Dr. Kim Bagshaw	Faculty member, Faculty of Health
	Dr. Jimmy Choi	Faculty member, Wilson School of Design
	Dr. Marcelo Machado	Faculty member, Melville School of Business
	Dr. Amit Shukla	Associate Vice President, Research and Innovation
	Gayle Bedard	Associate Vice President, Indigenous Leadership
	Nadia Henwood	Associate Vice President, Enrollment Services & Registrar
	Catherine Schwichtenberg	Vice-Chair, Senate
	Lily Chong	University Secretary
	Guntas Kochar	Student Representative from Senate
	Aryan Kalia	Student Representative from Board of Governors

Disclaimer

This document is not a policy and it is not part of what is being approved at Senate. It is a sample of what the proposed Faculty of Graduate Studies, through Senate, may establish as standards for the master's thesis or project Dialogue experience in line with the values articulated in the proposed Policy AC5, *Graduate Degree Studies*.

A. Context and Purpose

This sample regulation expands upon the draft policy principles for the thesis or project Dialogue ("the Dialogue") in AC5 (Policy C.3.d). Inspired and anchored by Indigenous teachings,¹ these principles seek to support KPU in striving to transform traditional, confrontational master's thesis and capstone project defenses into nurturing and supportive *Dialogues* that emphasize connectedness, reciprocity, and community, whilst maintaining KPU's commitment to academic excellence.

1. The Dean and Graduate Studies Council of the Faculty of Graduate Studies (FoGS) will be responsible for proposing and adjudicating the detailed rules (what we call *General Regulations*) of the Dialogue. The General Regulations will then be approved by Senate.
2. Proposals for master's programs that require a thesis or capstone project should include the structure and possible forms of the Dialogue within the given program. The specific formats of the Dialogue may vary according to discipline and program features, but should align with the key features outlined below.

B. Key Components of KPU's Approach to Dialogue

Critical Celebration

The Dialogue is a critical and celebratory occasion marking a milestone moment of a learner's journey through their master's studies at KPU. It recognizes a learner's broad academic achievement, as well as the opportunities for growth and understanding along their journey. The seriousness of this formal occasion accentuates the responsibility of a learner – the pursuit of knowledge and right action, academic and inclusive excellence, and contributions through research to the people and land that sustain them. Guides, peers and community members are encouraged to take part and bear witness to the learner's journey.

In an effort to recognize and include Indigenous and Black, People of Colour (BPOC) knowledges, epistemologies, and pedagogies in pursuit of decolonization, reconciliation, anti-racism, equity, and inclusion, ways of teaching and conversation and ceremonial practices in Indigenous and other non-western traditions are encouraged to be adopted, where permitted and culturally appropriate.

¹ Teachings shared by Cyril Pierre, Elder of the Katzie First Nation, Spencer Pierre, member of the Katzie First Nation, and Edward Hall, Knowledge and Language Keeper and member of the Legacy of Chiefs of the Kwikwetlem Nation, with KPU.

Key Features of the Dialogue

The Dialogue ties together the experience of a master's degree at KPU. The following experiential features of a good Dialogue will help to foreground Indigenous ways of teaching and learning at KPU master's studies, whilst allowing participants to inquire deeply into a learner's journey.

1. **Non-confrontation: learners and Guides will engage in supportive, nurturing, and non-confrontational exchanges for the purpose of understanding and reciprocity.** A traditional defense positions learners and supervisors in opposition, sometimes encouraging confrontations that build up to "make-or-break" moments of little pedagogical value. Such dynamics often lead learners to see the defense through fear and distress and as another hoop through which to jump. The Dialogue should prompt learners to explain, share, reflect, and extend their learning.
2. **Continuity: learners and Guides will engage in regular conversations on their learning journey throughout the program.** Conversations, being continuous and open-ended, are conducive to purposeful reflections on learner fulfillment, progression, learning thus far, and what they will carry forward. These conversations allow for continued opportunities for mentorship and support, allowing learners to plan their learning journeys and Guides to assess learning goals, including academic progress and the readiness of thesis or capstone projects for the Dialogue.
3. **Relationality: learners may engage with not only Guides but also peers and community.** The relations of learners and their Guides, peers, families, communities, past and future generations and environments (e.g. land and waters) should be viewed as integral parts of one's learning. Learners should be guided to consider how their learning will contribute back to the people and land that have sustained them through those relations.
4. **True Learning: The Dialogue aims to enable learners to truly learn from their mistakes.** Harsh judgements from academic authorities deter learners (especially from equity-denied communities) from reaching education goals and prevent learning from one's mistakes. Guides and learners are encouraged to *paddle together*. Learners are encouraged to remember the corrections – not the mistakes – they make.

Role of Graduate Guides

On the day of the Dialogue, the Guide (Supervisor) is responsible to provide an assessment in the following two respects:

1. **Contribution:** Will the learner's research contribute to the community? (e.g. First Nations, non-profit organizations, businesses, volunteer network.)
2. **Qualification:** Does the learner require additional stops in their journey to complete the work and learning they set out to do? The learner may be required to conduct additional work and research after the Dialogue.

Forms of Dialogue

The structure of the Dialogue will vary depending on program features and disciplines, as well as the goals and needs of the learner and their communities. The University does not provide a list of criteria that stipulate the format of a Dialogue. The Dialogue format for a specific program will be outlined by the program proponents in the Full Program Proposal and curriculum, and will be communicated to and agreed upon by learners and Guides, with the Dean of the Faculty of Graduate Studies approving novel

formats not provided for by the program. This process will start at the beginning of the program and will continue throughout the learner's journey by means of supportive conversations.

Examples of what the Dialogue may include:

- "A traditional circle process used as a pedagogical tool for decision-making, consensus building, healing, sharing of life, and Indigenous ceremonies" (e.g. [Master of Social Work in Indigenous Field of Study, Wilfrid Laurier University](#)).
- A product, such as a physical object created in a design program. These should normally also include analytic and reflective work, either by text or presentation.
- A written thesis presentation, given orally, with a structured dialogue after the presentation to allow for student preparation and an opportunity to consider major areas of inquiry ahead of time.
- An experiential project, such as the creation of a community program or new business. This would normally be accompanied by analytic and reflective work, either by text or presentation.

Examples of the associated supporting resources/tools/strategies for Indigenizing and decolonizing a thesis or project defense at other institutions (that we may consider) include:

- An oral examination conducted with a Traditional Council with Elders and Knowledge Holders who guide, discuss and mediate issues around Indigenous Knowledges within the university context (e.g. [PhD in Indigenous Studies, Trent University](#); [Indigenous Graduate Students, University of Calgary](#)).
- Completion of an Indigenous Cultural Protocol Plan that supports Indigenous graduate students and students who work with Indigenous Elders and Knowledge Keepers, and help facilitate the process for students who wish to include Indigenous ceremonies and/or other non-western traditions in their examinations (e.g. [Indigenous Cultural Protocols and Oral Exams, University of Calgary](#)).
- Guidelines to support graduate students who wish to have an Indigenous Knowledge Keeper participate in the oral examinations as qualified observer and voting member of the examination committee (e.g. [Final Oral Examination Guidelines, University of Toronto](#)).
- Broaden thesis procedures and guidelines in graduate degrees to incorporate Indigenous languages, oral traditions, pedagogies, and research methodologies and method (Recommendation 3, Ways of Knowing - Teaching and Learning on p. 11 of 29, [ii' taa'poh'to'p Indigenous Strategy](#), University of Calgary).
- An Indigenous Knowledge examiner with the knowledge, experience and expertise related to the graduate research, who participates in a thesis examination board (e.g. [thesis examination board, University of Western Ontario](#)).
- Thesis formatting which respects and allows for the submission of theses that represent Indigenous research in a relevant format (e.g. [thesis formatting, University of Western Ontario](#)).

BOARD OF GOVERNORS – REGULAR MEETING

Agenda Number: 11

Meeting Date: *May 22, 2024*

Presenter(s): *Lily Chong*

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

ACTION REQUESTED: Information

RECOMMENDED RESOLUTION

N/A

COMMITTEE REPORT

Entered by secretariat.

Context and Background

An election for the Board Chair and Vice-Chair positions will take place at the next meeting. Kindly confirm the nominee is aware and has approved before submitting your nomination to the Board Office.

Key Messages

1. In accordance with Section 24 of the Board Governance Manual, the Board Chair and Vice-Chair are elected annually and may be re-elected up to a maximum of three consecutive years.
2. In order to be eligible for election, the Board Chair and Vice-Chair must be an Appointed Member of the Board.
3. Voting will take place at the June 2024 Board of Governors Regular meeting. The term will be for one-year, from August 1, 2024 to July 31, 2025.
4. The University Secretary will conduct the election.

Submitted by

Sonia Banwait, Executive Assistant, Board of Governors

Date submitted

May 1, 2024