KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE GOVERNANCE AND NOMINATING COMMITTEE

Regular Meeting
Tuesday, November 12, 2025
10:00 a.m. – 12:00 p.m.
MS Teams Online

AGENDA

1. Call to Order .... Sharmen Lee   10:00

2. Approval of Agenda

    MOTION: THAT the agenda be approved as circulated.

3. Approval of Minutes, October 14, 2025

    MOTION: THAT the minutes be approved as circulated.

4. Chair's Report .... Sharmen Lee   10:03

5. New Business

    5.1. November 2025 SSC Nominations .... Catherine Schwichtenberg   10:05

    MOTION: THAT the Senate Governance and Nominating Committee recommend that Senate appoint the nominees listed on the *November 2025 Nominations to Senate Standing Committees*.

    5.2. Search Advisory Committee for the University Librarian ...... Catherine Schwichtenberg   10:10

    MOTION: THAT the Senate Governance and Nominating Committee recommend that Senate appoint the following members to the Search Advisory Committee for the appointment of the University Librarian:

    Student (one): Sheena Dela Torre

    Regular faculty members (up to three):

6. Items for Discussion

    6.1. Committee Work Plan Follow-Up .... Catherine Schwichtenberg   10:45

7. Adjournment

KPU | KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE GOVERNANCE AND NOMINATING COMMITTEE
Minutes of Regular Meeting
Tuesday, October 14, 2025
10:00 a.m. – 12:00 p.m
MS Teams Online

Present:

Voting Members
Catherine Schwichtenberg
Celia Brinkerhoff
Jenna Smith
Sharmen Lee, Chair
Sheena Dela Torre

Non-Voting Members
Todd Mundle

Administrative Resources
Michelle Molnar
Sonia Orlu

Presenters
N/A

Ex-Officio
Bruce Choy, President and Vice-Chancellor
Kwuntiltunaat (Kim Baird), Chancellor

Not Present:

Voting Members
Mike Larsen

Non-Voting Members
Keri Spindler
Nadia Henwood

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1. **Call to Order and Territorial Acknowledgement**

   The Chair, Sharmen Lee, called the meeting to order at 10:01 a.m.

2. **Approval of Agenda**

   Catherine Schwichtenberg requested the addition of an item under Items for Discussion to hold a general discussion on the work plan for the year ahead.

   Celia Brinkerhoff moved the agenda be approved as amended.

3. **Approval of Minutes, September 16, 2025**

   Catherine Schwichtenberg moved the minutes be approved as circulated.

   The motion carried.

4. **Chair's Report**

   4.1. Update on Search Advisory Committee: Reappointment – Associate Dean, Arts

   Sharmen Lee reported that the Search Advisory Committee (SAC) for the reappointment of the Associate Dean, Faculty of Arts, had been delayed. After SGNC's recommendation in September, Human Resources advised that the meeting schedule and timelines would be changing. As meeting dates are published to allow nominees to assess availability, the recommendation to Senate was held off. The SAC will be reconstituted once new timelines are confirmed and will then proceed through the usual Senate process.

   4.2. E-Vote for Search Advisory Committee: Appointment – Associate Dean, Science

   The Committee previously conducted an e-vote to appoint three faculty members to the SAC for the appointment of the Associate Dean, Faculty of Science. Following that vote, the Faculty of Science identified a student representative, Jujhar Singh. In consultation with Chair Sharmen Lee, the student's name was added to the list of appointments forwarded to Senate to ensure student representation. Senate approved the appointments as amended.

5. **New Business**

   5.1. October 2025 Senate Standing Committee Nominations

   Catherine Schwichtenberg moved that the Senate Governance and Nominating Committee recommend that Senate appoint the nominees listed for approval on the *October 2025 Nominations to Senate Standing Committees*.

   The motion carried.

6. **Item for Discussion**

   6.1. Committee Work Plan for the Year Ahead

   The Committee held a comprehensive discussion on potential focus areas for 2025–2026, summarized as follows:

   1. **Student Representation on Committees:** Members emphasized that expanding student participation demonstrates institutional commitment to student voice. It was broadly agreed that:

      - Each committee should ideally have two student representatives.

- Student members should come from different faculties or groups to ensure diverse perspectives.
- Further research into practices at other BC institutions would be valuable.

Catherine Schwichtenberg will prepare a summary of this discussion and gather comparator data from other universities. The Committee will revisit this topic at a future meeting before making formal recommendations to Senate.

2. **Memberships and Mandates of Senate Standing Committees:** The Committee agreed that no immediate structural changes are necessary, but that SGNC should prepare to undertake a full review once the new strategic direction is known. Catherine Schwichtenberg and Michelle Molnar will continue preliminary analysis and bring forward process recommendations for phased review beginning Fall 2026.

3. **Voting Rights of Designates:** Catherine Schwichtenberg clarified that some confusion persists around whether designates (appointed by members such as the Provost) may vote when both the designate and the original member attend the same meeting. The Chair confirmed that only the designate, when officially assigned, holds the voting right for that meeting. The Committee agreed to review and clarify this interpretation in the common features document to prevent inconsistencies across committees.

4. **Senate Bylaws:** Catherine Schwichtenberg noted ongoing issues with the accessibility and clarity of Senate bylaws. Formatting inconsistencies and outdated references create interpretive challenges regarding committee structures and membership requirements.

Catherine Schwichtenberg will prepare a draft summary of issues for review by the November meeting.

Members agreed that:

- The November 12 meeting would include follow-up on membership protocols and student representation.
- A special in-person working session will be scheduled in December to focus on the "designate" definition and bylaw wording refinements.
- The December session would be informal, for drafting and preparatory work only, with formal discussion and approval to follow in January 2026 before recommendations proceed to Senate.

6.2. Territorial Acknowledgement Practice

Sharmen Lee raised the question of whether to continue opening each meeting with territorial acknowledgment. She noted that recent feedback from Indigenous colleagues, including Gayle Bedard, suggested that repeating it at every meeting can appear performative rather than meaningful.

Members agreed that acknowledgments should be intentional and context based.

The Committee agreed that:

- The territorial acknowledgment will no longer appear as a standing agenda item.
- The Chair may open the first meeting of each academic year with an acknowledgment or reflective message, as appropriate.

7. Adjournment

The meeting adjourned at 11:57 a.m.

SENATE GOVERNANCE AND NOMINATING COMMITTEE

Agenda Number: *5.1*
Meeting Date: *November 12, 2025*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: NOVEMBER 2025 SENATE STANDING COMMITTEE NOMINATIONS

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

THAT the Senate Governance and Nominating Committee recommend that Senate appoint the nominees listed on the *November 2025 Nominations to Senate Standing Committees*.

COMMITTEE REPORT

For Secretariat Use Only

Context and Background

The Senate Governance and Nominating Committee, aided by the Vice-Chair of Senate, has the mandate to nominate members to serve on Senate committee.

Consultations

1. Elected senators – Vice-Chair consults with new senators to choose a minimum of two Senate committees on which to serve per Senate Bylaw 1.10
2. Faculty Councils – for faculty member nominations
3. Provost and Vice President, Academic – for nominations of Deans and designates
4. Students – for statements of interest
5. Support staff – for statements of interest
6. Others who nominate designates or representatives

Attachments

1. November 2025 Nominations

Submitted by

Sonia Orlu – Administrative Assistant, University Senate

Date submitted

November 3, 2025

NOMINATIONS TO SENATE STANDING COMMITTEES
Nov-25

For Approval:								
Committee	**First Name**	**Last Name**	**Committee Role**	**KPU Faculty**	**Voting**	**Start Date**	**End Date**	**Nominated by**
SSC Curriculum	Katherine	Carpenter	Faculty Representative	Business	Voting	25-Nov-25	31-Aug-28	Faculty Council
SSC Library	Judy	Bicep	Faculty Representative	Science	Voting	25-Nov-25	31-Aug-28	Faculty Council

For Information:								
Committee	**First Name**	**Last Name**	**Committee Role**	**KPU Faculty**	**Voting**	**Start Date**	**End Date**	**Nominated by**
SSC Tributes	Michael	Cober	Faculty Sentor	Design	Voting	25-Nov-25	31-Aug-28	Senate Vice-Chair

SENATE GOVERNANCE AND NOMINATING COMMITTEE

Agenda Number: *5.2*

Meeting Date: *Wednesday, November 12, 2025*

Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: SEARCH ADVISORY COMMITTEE FOR THE APPOINTMENT OF THE UNIVERSITY LIBRARIAN

ACTION REQUESTED: Motion

RECOMMENDED RESOLUTION

THAT the Senate Governance and Nominating Committee recommend that Senate appoint the following members to the Search Advisory Committee for the appointment of the University Librarian:

Student (one):

- Sheena Dela Torre

Regular faculty members (up to three)

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Context and Background

KPU will commence a search for University Librarian in order to make a recommendation to the President. As per Policy HR20 and related procedures for *Composition of Search Advisory Committees*, the Provost is requesting that a Search Advisory Committee be appointed as soon as possible, comprising as follows:

  i.   five regular faculty members, two of whom are appointed by the KFA and three appointed by the Senate to ensure broad representation

  ii. one librarian

  iii. one student, preferably a Senator, appointed by the Senate

  iv. one student, appointed by the Kwantlen Student Association

  v.   one regular BCGEU staff member, preferably selected from the relevant functional area, appointed by the BCGEU

vi.   one excluded employee, preferably from the relevant functional area, appointed by the Chair

vii.   one senior administrative officer of the institution appointed by the Chair

viii.   one Dean appointed by the Provost

Key Messages

1. The Provost has requested **Senate to appoint up to three (3) faculty members and one (1) student** to the Search Advisory Committee for the appointment of the University Librarian.

2. Senate Vice-Chair Catherine Schwichtenberg emailed a notice to Senators and Faculty Council Chairs to nominate faculty members by November 3, 2025.

3. Eligible nominees must include a brief statement of interest (SoI) outlining their availability for all the meetings, why they would like to serve on the selection committee, and what they hope to contribute.

4. The Senate Office received interest from: Caja Blomley (FESD), Cleire Leuron (FESD), Chris Burns (FESD), Jeffrey Butler (FoH) and Elizabeth Spalding (FACP). A link to their statements of interest is provided below.

5. Student senator Sheena Dela Torre also indicated interest in the SAC, following a call-out by the Senate Office. A statement of interest is not needed for this nomination.

Attachments and Links

1. [Link to the Confidential Statements of Interest for the Search Advisory Committee of the University Librarian.](#)

2. Memo: Call for SAC Members for the Appointment of the University Librarian

3. [HR20, *Search Advisory, Appointment and Re-Appointment of Senior Academic Administrative Positions* Policy](#)

4. [HR20, *Search Advisory, Appointment and Re-Appointment of Senior Academic Administrative Positions* Procedures](#)

Submitted by

Sonia Orlu – Administrative Assistant, University Senate

Date submitted

November 3, 2025

MEMORANDUM

TO:	Senate
	Dr. Diane Purvey, Provost & VP Academic
	Mark Diotte, President, Kwantlen Faculty Association
	John Potter-Smith, BCGEU Support Staff
	Paramvir Singh, President & VP University Affairs, Kwantlen Student Association
	Kelsey Chaban, Librarian, Library
CC:	Michelle Molnar, Administrative Coordinator, University Senate
	Sonia Orlu, Administrative Assistant, Senate
	Dervla Hagan, Executive Assistant, Office of Provost
	Kyla Meermann, Coordinator of Administrative Services, Kwantlen Faculty Association
	Mahney Basi, Human Resources Business Partner
	Clerissa Jewell, Human Resources Business Partner
	Evita Gandhi, Talent Acquisition Specialist
FROM:	CHAIR – Dr. Diane Purvey, Provost & VP Academic
DATE:	October 29, 2025
SUBJECT:	Appointment – University Librarian

KPU will commence a search for University Librarian in order to make a recommendation to the President as per Policy HR20.

As per Policy HR20 and related procedures for *Composition of Search Advisory Committees*, I am requesting that members of the Search Advisory Committee be appointed as soon as possible, as follows:

  i.   five regular faculty members, two of whom are appointed by the KFA and three appointed by the Senate to ensure broad representation
  ii.   one librarian
  iii.   one student, preferably a Senator, appointed by the Senate
  iv.   one student, appointed by the Kwantlen Student Association
  v.   one regular BCGEU staff member, preferably selected from the relevant functional area, appointed by the BCGEU
  vi.   one excluded employee, preferably from the relevant functional area, appointed by the Chair
  vii.   one senior administrative officer of the institution appointed by the Chair
  viii. one Dean appointed by the Provost

Tentative Schedule:
(Dates could be moved depending on how the search unfolds but all efforts are made to adhere to the booked dates and times).

Meeting	Date	Time
Search Committee Orientation	December 4, 2025	9:00am-10:30am (Virtual)
Candidate Review (Long List)	January 23, 2026	9:00am-11:00am (Virtual)
Candidate Review (Short List)	February 6, 2026	1:00pm to 3:00pm (Virtual)
Interviews	February 17 and 18, 2026	2:30pm-5:30pm on February 17 and Full Day Hold on February 18 and (In-person–Surrey Campus)
Debrief Meeting	March 3, 2026	9:00am-11:00am (Virtual)
Second Interviews (potential)	March 18, 2026	Full Day Hold (In-person – Surrey Campus)
Final SAC Recommendation Meeting	March 20, 2026	9:00am-11:00am (Virtual)

Please notify me, as Chair of the Search Advisory Committee, once the above appointments have been made by you or your representative group. We would appreciate a response by **November 24, 2025.**

Sincerely,

Dr. Diane Purvey
Provost & VP Academic Dean

SENATE GOVERNANCE AND NOMINATING COMMITTEE

Agenda Number: *6.1*
Meeting Date: *November 12, 2025*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: COMMITTEE WORK PLAN FOLLOW-UP

ACTION REQUESTED: Discussion

Context and Background

At its October 14, 2025 meeting, SGNC identified student representation and clarity on designate voting rights as key priorities in developing its 2025–26 work plan. Members discussed challenges related to student recruitment, attendance, and quorum; the need for consistent membership structures across committees; and ambiguity regarding voting rights for designates when both the seat holder and designate attend.

Catherine Schwichtenberg was asked to compile supporting materials and comparators for further discussion at the November 12, 2025 meeting. Two briefing notes have been prepared to this effect:

1. Student Representation on Senate Committees: This document highlights and summarizes current composition of Senate committees, recent changes at SSCUB, and comparison with other BC universities where most Senate committees include two student members.

2. Designate Voting Rights: This document highlights and summarizes the historical and current bylaw provisions, issues around when both the seat holder and designate attend, and practices from other universities.

Key Messages

1. Inconsistent Student Membership: KPU's Senate committees vary in student representation; most peer institutions assign two student members, suggesting the need for review and alignment.

2. Attendance and Quorum Challenges: Student recruitment and retention difficulties continue to affect participation and decision-making across committees.

3. Ambiguity in Designate Voting Rights: Current bylaws lack clarity on designate participation and voting authority, creating procedural inconsistencies that require formal clarification.

Attachments

1. Student Representation on Senate Committees

2. Designate Voting Rights Clarification

Submitted by

Catherine Schwichtenberg – Vice-Chair, University Senate

Date submitted

November 5, 2025

ACTION ITEM #1 FROM SGNC – STUDENT REPRESENTATION ON SENATE COMMITTEES

1. **Summary from October SGNC meeting**
   - **Recruitment and Attendance Challenges:** Members discussed difficulties in filling student seats and maintaining attendance, with Sheena sharing her experience of discovering opportunities only through the website and suggesting more targeted outreach, such as using student announcements and faculty-specific distribution lists.

   - **Quorum and Nomination Process:** Catherine and others raised the issue of student attendance affecting quorum, suggesting possible changes such as not counting student members towards quorum or revising the nomination process to reduce bureaucratic delays when students' schedules change.

   - **Committee Consensus and Next Steps:** The committee generally supported increasing student representation to two members per committee, with further work planned to summarize the discussion, research practices at other institutions, and revisit the topic after the university's new vision is clarified.

2. **Summary from previous Student Rep discussions: SSCUB Membership Revision – Student Representation**
   - **October 10, 2023 – Initial Proposal in SSCUB:** The Senate Standing Committee on University Budget (SSCUB) proposed adding a second student representative to improve equity and student engagement in budget discussions. Members noted inconsistencies in student representation across committees and questioned whether one student member was sufficient, given the structure of other groups (e.g., one member per faculty). The motion was tabled pending further research.

   - **December 5, 2023 – Research Findings & Discussion in SGNC:** Sharmen Lee and Catherine Schwichtenberg presented findings showing that most Senate standing committees have one student representative, with exceptions like SSCA and SSCAPP (two students), and SSCT and SSCC subcommittees (none). The rationale varied, but the consistent goal was to include student perspectives. Members discussed practical challenges of increasing student representation, including attendance issues and quorum risks. A proposal was made to reallocate student seats between SSCAPP and SSCUB. The committee agreed to revisit the motion with a briefing note outlining current compositions and research insights.

- **January 9, 2024 – Motion Returns for Vote (carried):** The motion to increase SSCUB student representation from one to two returned for a vote. Supporters emphasized the large student population and their vested interest in budget and academic planning. Opponents argued for a comprehensive review of representation across all committees rather than isolated changes, and stressed the importance of balanced stakeholder representation for effective decision-making.

3. KPU Senate Committee Faculty & Student Membership

Committee	Faculty Members	Student Members
Executive	2	1
Governance & Nominating	3 + VC	1
Academic planning & Priorities	1/Faculty	2
Appeals	2 Faculty (different)	2 (Senate, P/VPA)
Curriculum	1/Faculty	1
Library	1/Faculty	1
Policy	1/Faculty	1
Program Review	~1/Faculty -11	1
Research	1/Faculty	1
Teaching and Learning	1/Faculty	1

4. Other BC **Institutions' Committee Faculty & Student Membership**

University of the Fraser Valley

Committee	Faculty Members	Student Members
SCAPP	7	2
SGC	5	2
Awards and Honours	5	2
Indigenization Committee	5	2
Senate T&L	7	2
Undergraduate Education Committee	9	2
Faculty Standards Committee of Senate	7	0

Capilano University

Committee Name	Faculty Members	Student Members
Academic Planning and Program Review	8	2

Budget Advisory Committee	3	1
By-Law, Policy and Procedure Committee	3	2
Curriculum Committee	8	2
Naming Opportunities Committee	3	1
Nominating Committee	2	1
Self-Evaluation Committee	3	1
Teaching and Learning Committee	5	1
Tributes Committee	3	1

Vancouver Island University

Committee Name	Faculty Members	Student Members
Curriculum Committee	9	1
Awards & Honours Committee	5	1
Educational Standards Committee	9	1
Elections Committee	1	0
Governance Practices Committee	3	1
Indigenous Commitments Committee	10	2

Simon Fraser University

Committee	Faculty Members	Student Members
Undergraduate Awards Adjudication (SUAAC)	5	2
Calendar Committee (CC)	3	1
Diverse Qualifications Adjudication (DQAC)	9	2
Electoral Standing Committee (ESC)	2	1
Library Penalties Appeal Committee (LPAC)	2	2
Senate Appeals Board (SAB)	6	2
Agenda and Rules (SCAR)	3	2
Continuing Studies (SCCS)	4	2
Enrolment Management & Planning (SCEMP)	2	2
International Activities (SCIA)	4	2
Disciplinary Appeals (SCODA)	6	2
University Honours (SCUH)	5	2
University Priorities (SCUP)	8	4
Undergraduate Studies (SCUS)	8	2
Teaching & Learning (SCUTL)	9	3
Graduate Awards Adjudication (SGAAC)	9	2

Graduate Studies Committee (SGSC)	8	2
Library Committee (SLC)	8	2
Nominating Committee (SNC)	8	2
Scholarships, Awards & Bursaries (SPCSAB)	5	2

Emily Carr University of Art & Design

Committee	Faculty Members	Student Members
Senate Executive Committee	2	1
Senate Financial Awards Committee	1 per Faculty	2
Senate International Development Committee	1 per Faculty	2
Aboriginal Advisory Committee	3 Aboriginal Faculty	2 Aboriginal Students
Senate Nominations Committee	1	1
Senate Budget Committee	All Senate members	All Senate members
Senate Appeals Committee	1 per Faculty	1 per Faculty
Senate Academic Planning & Priorities Committee	4	3 (1 Masters, 2 Bachelors)
Senate Curriculum Planning & Review Committee	4	3 (1 Masters, 2 Bachelors)
Senate Governance Committee	1	1

SENATE GOVERNANCE AND NOMINATING COMMITTEE (SGNC) – MEMBERSHIP AND VOTING RIGHTS CLARIFICATION

Question 1: How and Why Are Voting Rights Assigned to Certain Members?

When Kwantlen University College transitioned to Kwantlen Polytechnic University in 2008, there were conversations on the appropriate make up of Senate and Senate committees, but rationale for voting rights, designate positions was not found.

Question 2: Voting Rights of Designates When the Original Role Holder Is Present

Reasons to have a designate:

- Respect time constraints (of the Seat holder)
- Maintain quorum
- Continue expertise from the Seat holder's position/area

Implications of permitting the seat holder choosing when to attend/vote:

- It may also discourage designate engagement if their authority is seen as conditional or easily revoked.
- There could be perceptions of undermining and communication breakdown. especially if the designate has prepared for the meeting in advance
- It makes for potential conflict, delays, when there is lack of consistency, the designate who has been part of the discussions, is current with the progress of the committee is moved aside for one meeting
- Might be a potential for double voting or inaccurate minutes
- Additional work required to operationalize both designate and seat holder receiving invitations.

Recommendation

To ensure clarity and consistency, SGNC may consider:

- Ask ourselves what it is we are trying to solve through ex officio designates
- Make voting rights and designate rules very clear in Senate bylaws.

BACKGROUND AND CONTEXT

Oxford English Dictionary Definition

"Designate: transitive. To appoint (a person or thing) to an office or function; to nominate for some role; to destine to a fate or purpose. Often with for, to the specified role or function.

2008 KPU Senate bylaws:

1.07   Any member who will be absent from a meeting will notify the University Secretariat prior to the meeting.

    1.07.1 The use of alternates for elected members is not permitted.

    1.07.2 The use of alternates for a member appointed to Senate by virtue of her/his positions with the University is permitted only by those officially acting in that individual's capacity in all respects during her/his absence from the University and with prior notice to the University Secretariat.

Current Senate Bylaws

1.7. Any member who will be absent from a meeting will notify the Senate Office prior to the meeting.

    1.7.1 Voting by alternates and proxy voting are not permitted.

CURRENT DESIGNATE MEMBERSHIP IN KPU SENATE COMMITTEES

Committee	Voting Seat allowing Designate	Non Voting Seat allowing designate
SCAPP	Two Deans or designates	
SEC	Two Deans or designates	University Registrar
SGNC	Dean or designate	Provost and Vice-President, Academic (P&VPA) University Registrar University Secretary
Appeals	P&VPA or designate (Chair)	
Curriculum	Two Deans	University Registrar P&VPA AVP T&L
Library		(P&VPA)
Policy	Dean	University Registrar P&VPA University Secretary Director, Student Rights & Responsibilities
Program Review	AVP Academic Two Deans AVP OPA	P&VPA VP Students AVPT&L
Research	AVP Indigenous Leadership AVP Research AVP T&L Two Deans	Director, Office of Research Services
Teaching and Learning	AVPT&L Two Deans	AVP International AVP Research Chief Information Officer Dean, ACP
Research	P&VPA or designate AVP Research AVP T&L	University Registrar or Designate
University Budget	Two Deans	P&VPA VP Academic Chief Financial Officer

Screen shots from the September 08, 2008 Senate minutes include a document titled "Recommendations on Academic Governance Transition at KPU". Snippets related to the designate conversation below:

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

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

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

Committees

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

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

...

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

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

III. Senate Governance Committee

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

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

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

> Ex Officio Non-Voting Members:
> - Vice President, Academic or designate
> - Registrar or designate

Administrative Support: University Secretariat

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

The House of Commons Procedure and Practice

> When members of a standing or standing joint committee are unable to attend committee meetings, the Standing Orders provide for their replacement by designated substitutes. [207] A substitute enjoys the same rights and privileges as the regular member of a committee being replaced. Substitutes are counted for purposes of establishing a quorum; they may participate in debate, move motions and vote. [208]. A substitution cannot be in effect while the committee member is present at the meeting. Thus, a member, such as the Parliamentary Secretary, who is called upon to appear as a witness before a committee of which he or she is a member, cannot be substituted at that meeting, but retains his or her right to participate and vote in any decisions the committee may take during the meeting. [209]

Roberts Rules of Order Online

> 51. Ex-Officio Members of Boards and Committees. Frequently boards and committees contain some members who are members by virtue of their office, and, therefore, are termed ex-officio members. When such a member ceases to hold the office his membership of the board terminates automatically. If the ex-officio member is under the control of the society, there is no distinction between him and the other members except where the president is ex-officio member of all committees, in which case it is evidently the intention to permit, not to require, him to act as a member of the various committees, and therefore in counting a quorum he should not be counted as a member. The president is not a member of any committee except by virtue of a special rule, unless he is so appointed by the assembly. If the ex-officio member is not under the authority of the society, he has all the privileges, including

the right to vote, but none of the obligations of membership; as when the governor of a state is, ex-officio, a manager or a trustee of a private academy.

Other Universities have language that includes "Ex-officio or designate" ([Waterloo,](), [University of Toronto,]()